



# Maternal Health: One Health System's Journey to Advancing Equity and Improving Outcomes

Memorial Hermann Health System

April 8, 2024

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# Speakers



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**Acknowledgment: Frances A. Monroe, M.H.A., Director, Population Health and Wellness, MHHS Wellness**



# Memorial Hermann Health System's Health Equity Journey

## Background and Objectives

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# Session Learning Objectives

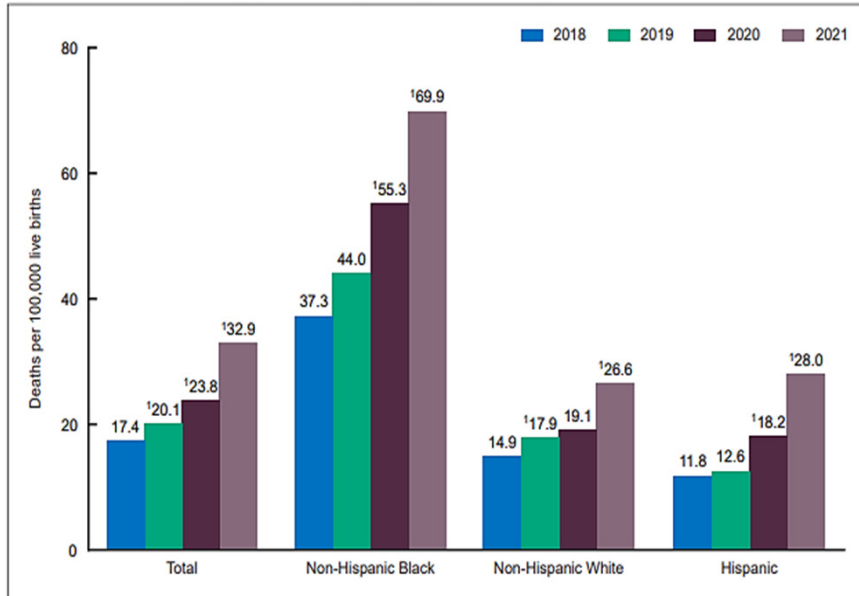
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- Explore the impacts of the social determinants of health on maternal health
- Review promising practices and interventions
- Discuss next steps



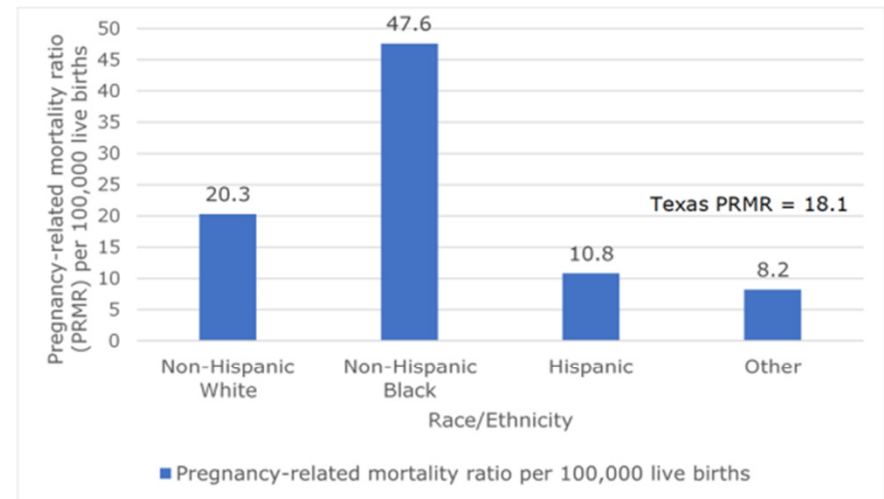
# Maternal Health: Current State

Figure 1. Maternal mortality rates, by race and Hispanic origin: United States, 2018–2021



<sup>1</sup>Statistically significant increase from previous year ( $p < 0.05$ ).  
 NOTE: Race groups are single race.  
 SOURCE: National Center for Health Statistics, National Vital Statistics System, Mortality.

Figure E-1. PRMR by Race and Ethnicity, Texas, 2013



PREPARED BY: Maternal and Child Health Unit (MCHU), Healthy Texas Mothers and Babies (HTMB) Branch, Community Health Improvement (CHI) Division, the Department of State Health Services (DSHS).

DATA SOURCE: 2013 Death Files, 2011-2012 Live Birth and Fetal Death Files. Center for Health Statistics (CHS), DSHS.

NOTES: The MMMRC classified deaths as pregnancy-related through the MMMRC review process. For 2013, the MMMRC reviewed 70 pregnancy-related deaths.

# Our Mission

We are a non-profit, values-driven, community-owned health system dedicated to improving health.



## Our Vision

To create healthier communities, now and for generations to come.



## Our Values

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Community

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Compassion

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Courage

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Credibility



## Our Service Commitment

We care for every member of our community by creating compassionate and personalized experiences.



## Our Service Standards

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Safe

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Caring

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Personalized

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Efficient

# The Premise of High-Value Care



## Employee & Physician Well-Being

Creating a sustainable and fulfilling work environment

## Consumer Experience and Engagement

Creating personalized and compassionate experiences for all our patients

## Health Equity

Creating opportunities for everyone to live the healthiest life possible

## Care Delivery

Coordinated, collaborative care focused on quality, outcomes and disease prevention

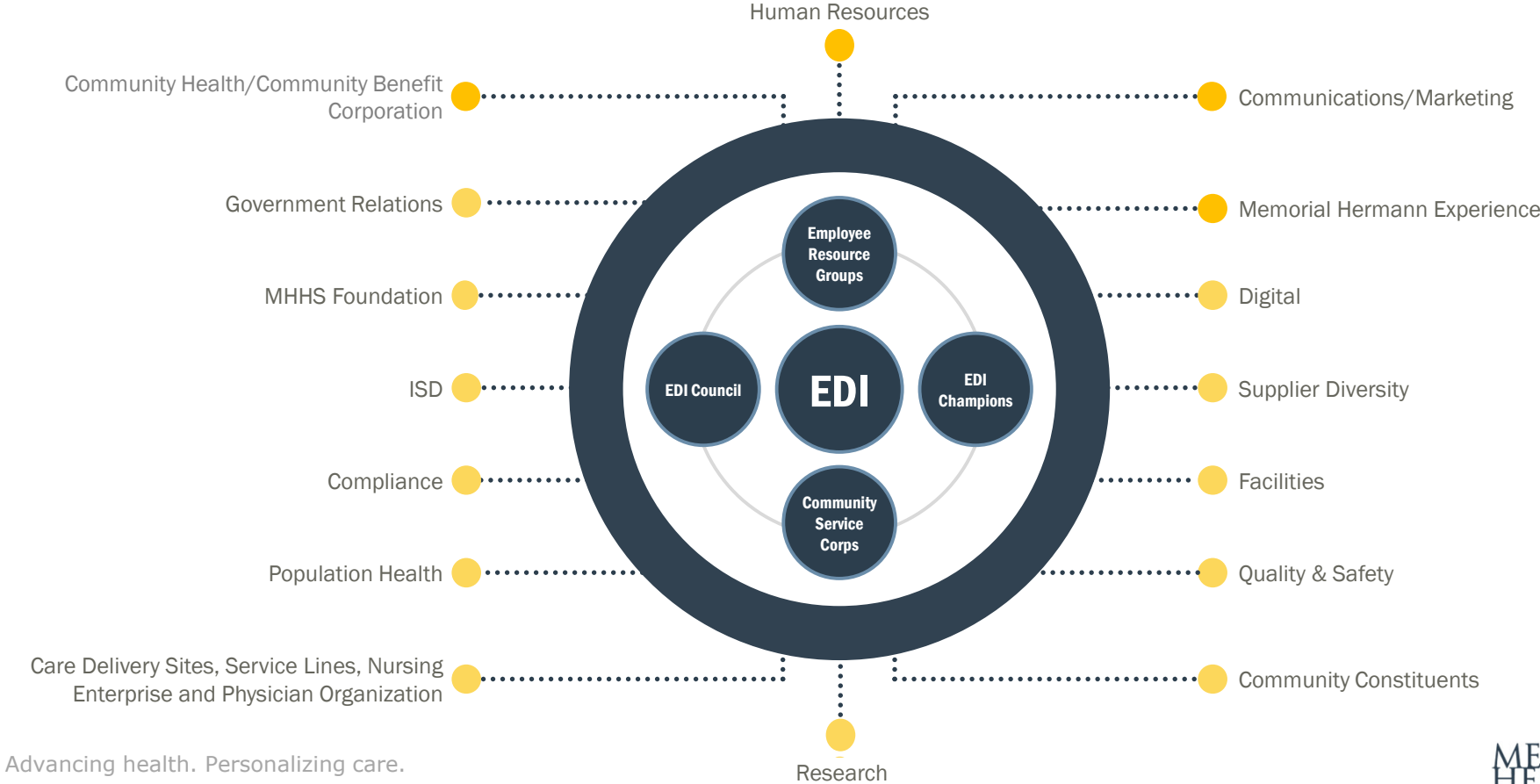
## Total Cost of Care

Reducing the total cost of care without impacting care delivery or the consumer experience

Advancing health. Personalizing care.

# Ecosystem

## Equity, Diversity and Inclusion Network

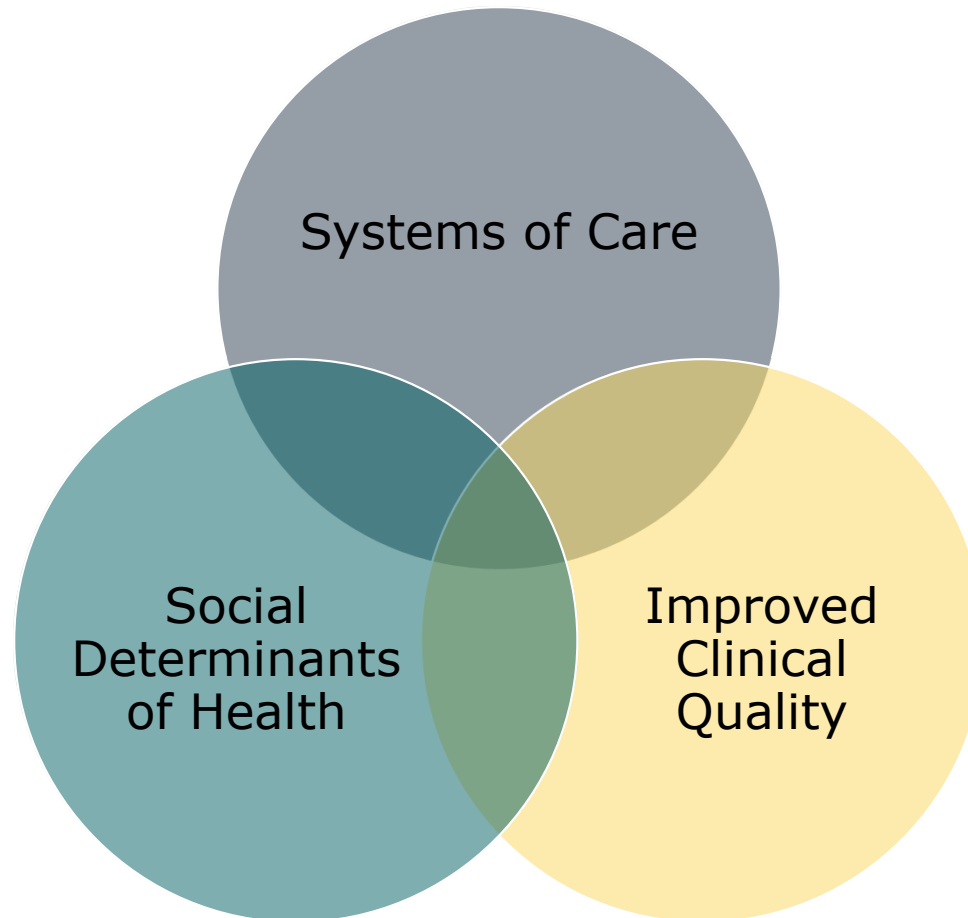


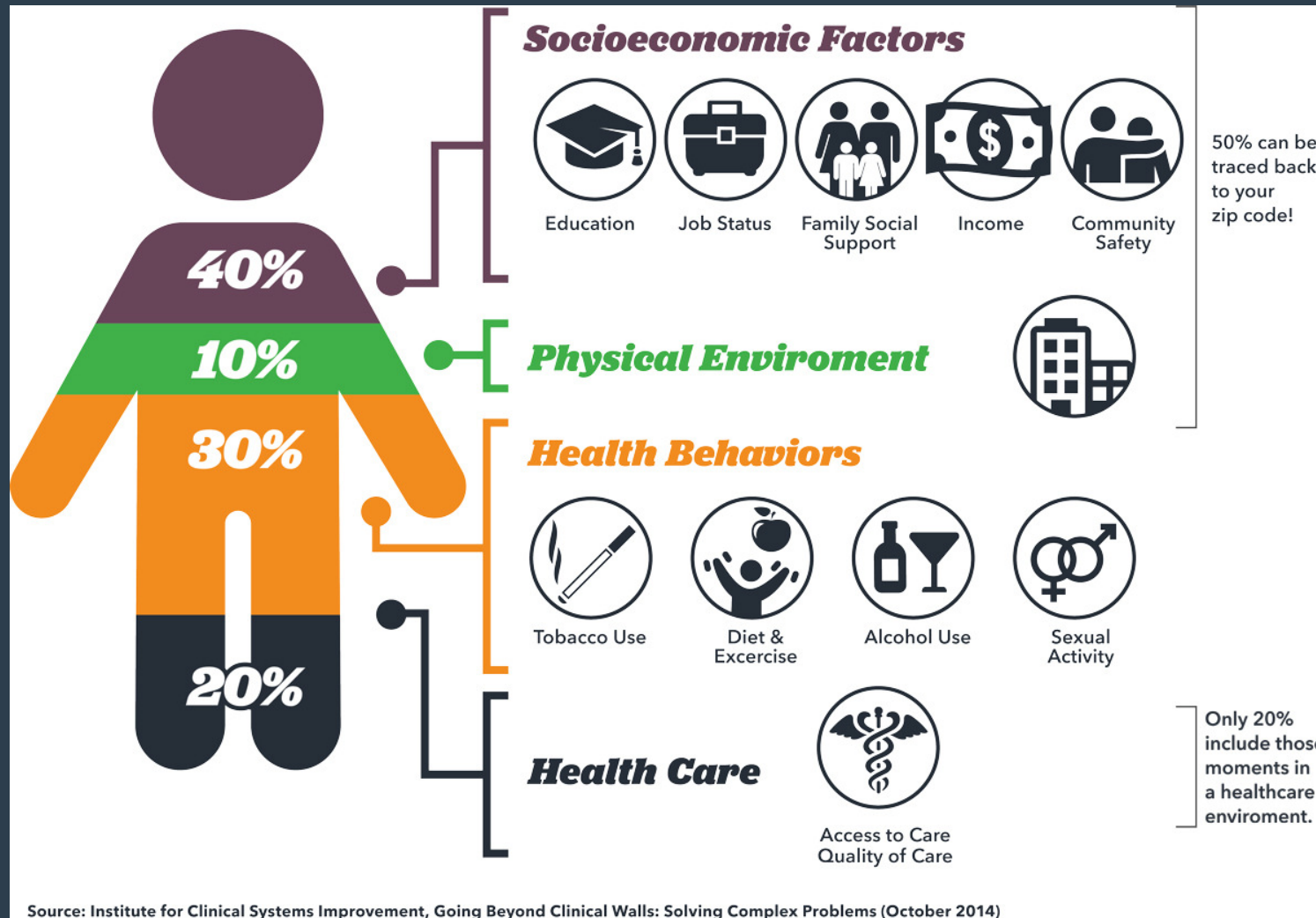




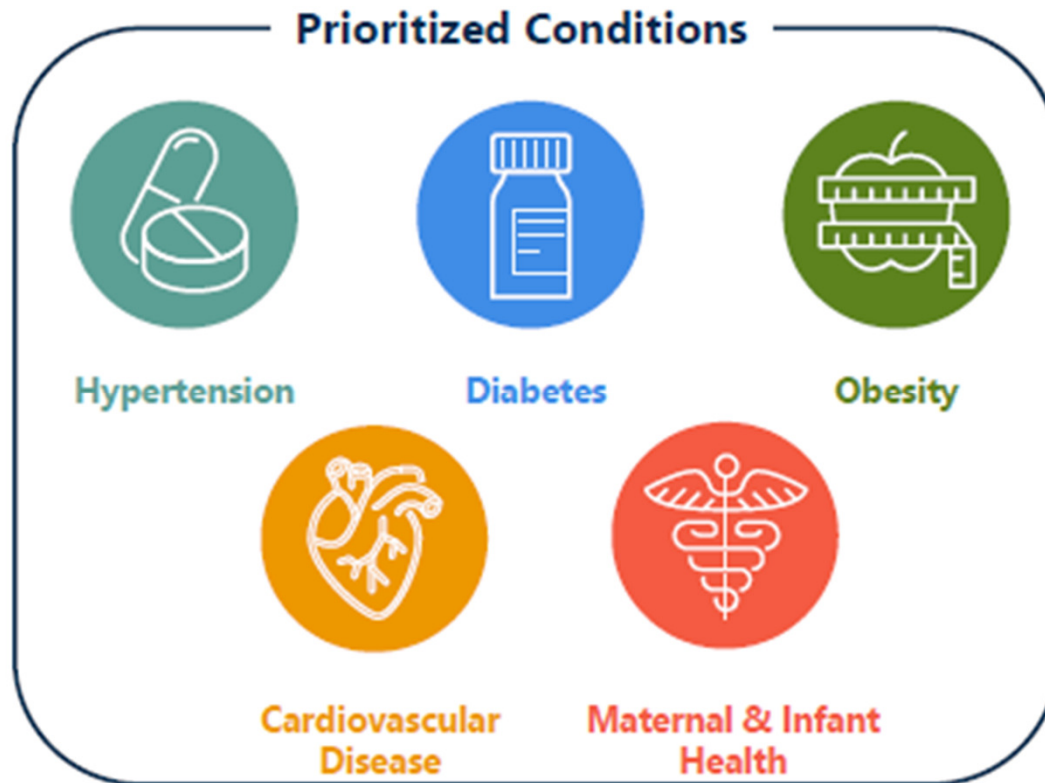
Social Determinants of Health &  
Research Priorities

# Equitable Quality of Care Framework





# Memorial Hermann Institute for the Advancement of Health Equity





Current State of Maternal  
Health at  
Memorial Hermann



# Women's Service Line: FY23 by the Numbers



**149K+**  
Total Women's  
Cases



**230+**  
OBGYNs in  
network \*



**\$143M+**  
Total Women's  
CM



**\$440M+**  
Total Women's  
Net Revenue



**~28K**  
Deliveries



**#1 (31%)**  
OB Inpatient  
Market Share

\* Includes OB Hospitalist and OBGYN sub-specialist

**8+ strategic  
partnerships and  
growing . . .**

 **UTHealth**  
Houston

 **LEGACY**  
COMMUNITY HEALTH

 **Kelsey-Seybold**

 **PRIVIA**  
HEALTH

 **PeriGen**

 **charlie health**

 **BABYSCRIPTS™**

**MIDI**  
HEALTH

**MEMORIAL**  
HERMANN

# Memorial Hermann Map and Maternal Level of Care



Campus	Level of Care
CMHH/TMC	IV
Memorial City	III
Southwest	III
The Woodlands	III
Northeast	II
Greater Heights	II
Katy	II
Cypress	II
Sugar Land	II
Southeast	II

# Women's Service Line at a Glance

## Quality



### Women's Service Line Scope

- Comprehensive regionalization with Levels II, III, IV Maternity and NICU Centers providing services to the community
- Maternal EDI Committee addressing social determinants of health and disparities



### Clinical Care Redesign and Lower Cost

- \$8.5 Million Total CCR Savings since FY2020
- Decreased Primary Cesarean Delivery by 15% (FY23)
- Memorial Hermann remains in top performing decile for costs in Vizient
- Published first OB Milestone Pathway which decreased safety errors and Length of Stay



### Leaders in Maternity Care

- US News World Report High Performing Maternity Centers Memorial City and Greater Heights (2022)
- Newsweek Best Performing Maternity Hospitals 9/10 campuses (2022)



### Advancing Maternal Fetal Medicine

- Leading Texas Fetal Center at CMHH with 197 procedures (FY22)
- Placentas Accreta Spectrum Disorder Center of Excellence at CMHH
- Memorial Hermann leadership at SETRAC, Texas AIM and TCHMB



# OB Hospitalists and Maternal Fetal Medicine

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- All campuses have 24/7 in-house OBGYN Hospitalists
- 8 campuses are staffed by our academic partner –McGovern Medical School
- Maternal Fetal Medicine available at all campuses
  - 24/7 coverage in-house – levels III and IV
  - Day coverage with after hours telehealth – level II



# Women's Service Line Governance Council

## Women's Service Line governance

SL (SVP) SL (VP)	Chair of OBGYN (UT)
<b>Providers supporting governance</b>	
CMHH CEO	Chair of OBGYN CPC (UT)
Med Director MHMD CPC (UT)	Chair of SL MQC (Ind)
OB Hospitalist (UT)	MHMG OBGYN Med Director
4 Ind OBGYNs	2 UT OBGYNs

SL: Service Line    CPC: MHMD Clinical Programs Committee    MQC: Maternal Quality Collaborative    Ind: Independent

## Governance responsibilities and objectives

- Deciding entity for strategic decisions related to the service line
- Sets the vision and strategic goals for the service line across the care continuum inclusive of service distribution, quality and safety, physician recruiting, and capital expenditures
- Mission: To create a healthy community of women and children
- Vision: To be the preferred partner for patients, physicians and payers for pediatric and women's healthcare

# Media Updates

HOUSTON★CHRONICLE

LOCAL // HEALTH

## Harris County's high rate of Black maternal deaths driven by discrimination, experts say



Julian Gill, Staff writer

April 13, 2023 | Updated: April 14, 2023 10:06 a.m.



POLITICS // TEXAS POLITICS

## Stalled maternal mortality report shows Texas has not improved

The findings show that Texas continues to struggle to care for women during and after pregnancy, especially Black women.

Jeremy Blackman, Julian Gill, Staff writers

Dec. 15, 2022 | Updated: Dec. 15, 2022 6:46 p.m.



# Community Partnerships

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## ➤ Houston Endowment

- Improving Maternal Health
  - Healthy Women Houston
  - Data Registry



## ➤ Center for Houston's Future

- Engaging Houston's business community



## ➤ March of Dimes

- Implicit Bias
- Greater Houston Collective Impact



# Community: Healthy Women Houston 2017-2021

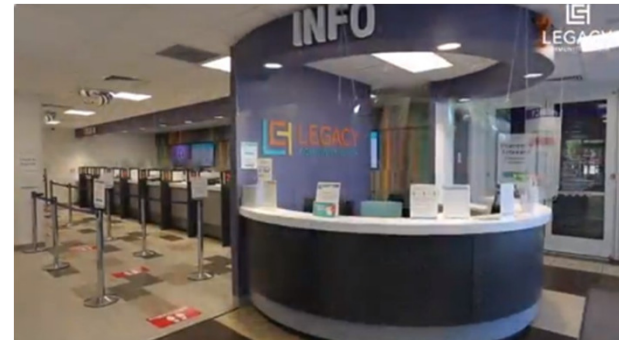
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- Houston Endowment Project: Reducing Maternal Mortality (RMM)
  - Healthy Women Houston (HWH) Pilot
    - Supported women in the OST/South Union, Brays Oaks, Greater Fondren Southwest and Westwood/Sharpstown neighborhoods
    - Addressed both medical and social determinants of health needs
    - Participating organizations: The Council on Recovery, Domestic Violence Council, Community Health Choice, Avenue 360 (Federally Qualified Health Center, (FQHC)) ,Memorial Hermann, UT School of Public Health, Interfaith Council
    - MH provided OB delivery services at TMC and SW and UT OB helped staff FQHC
    - Community Health Worker Model
    - 27 women delivered babies at MH - no deaths, no ICU admits, only 1 with prolonged stay due to infection; warm handoff and info sent back to FQHC

# Partnership with FQHCs

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- High utilization of women delivering as “walk-ins” at some of our hospitals who had received prenatal care at an FQHC
- Memorial Hermann Southwest Hospital first campus to partner with Legacy – use of navigator
- Service line team partnered with other Houston FQHCs to optimize maternal outcomes



# Memorial Hermann Southwest Women's Clinic

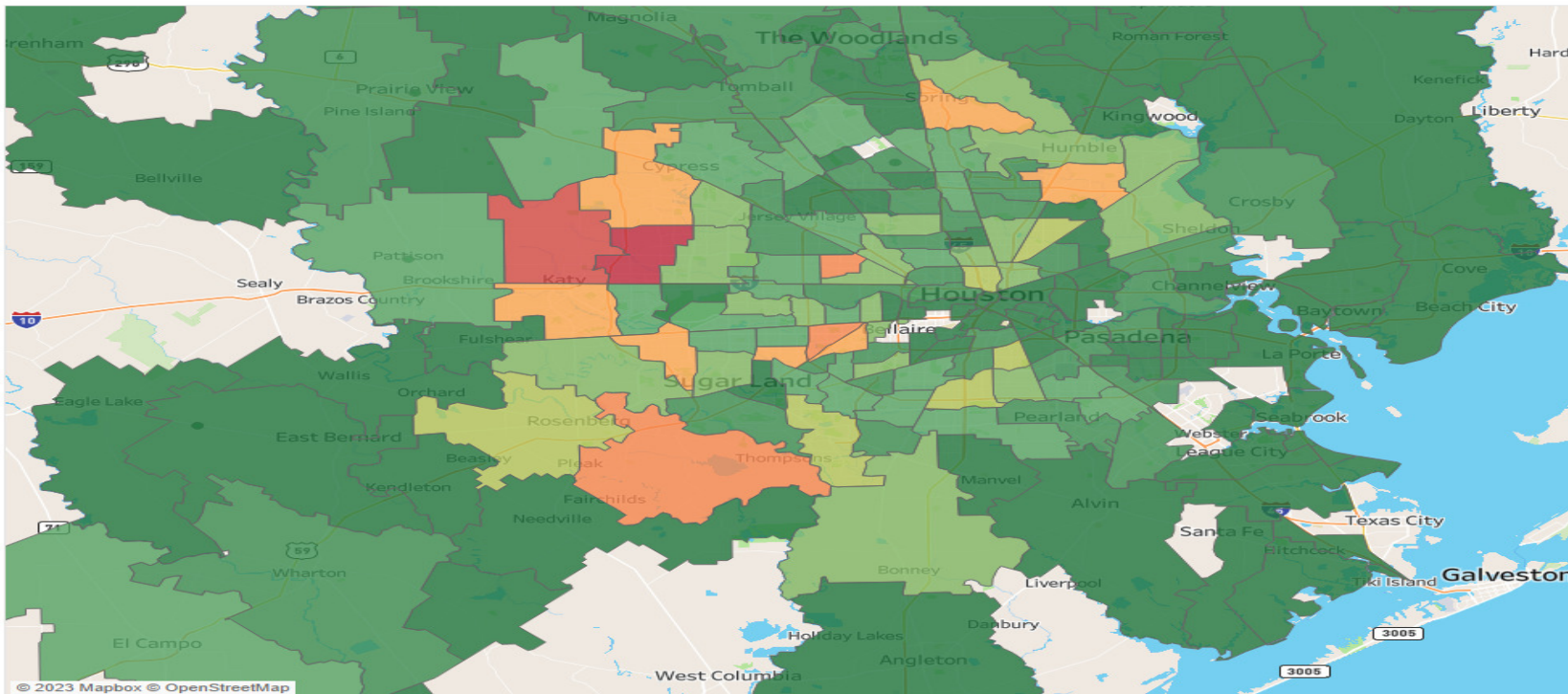
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- Data demonstrated need for maternal care in Houston's Southwest community
- Multicultural population
- Opening this Spring
- General OB services including midwives and MFM
- Community Resource Center to address SDoH
- Referrals for behavioral health services
- Decrease unnecessary OBED visits
- Complement services not provided at FQHCs
- Future state with extended hours



# Severe Maternal Morbidity by Zip Code

SMM Cases by Zip Code

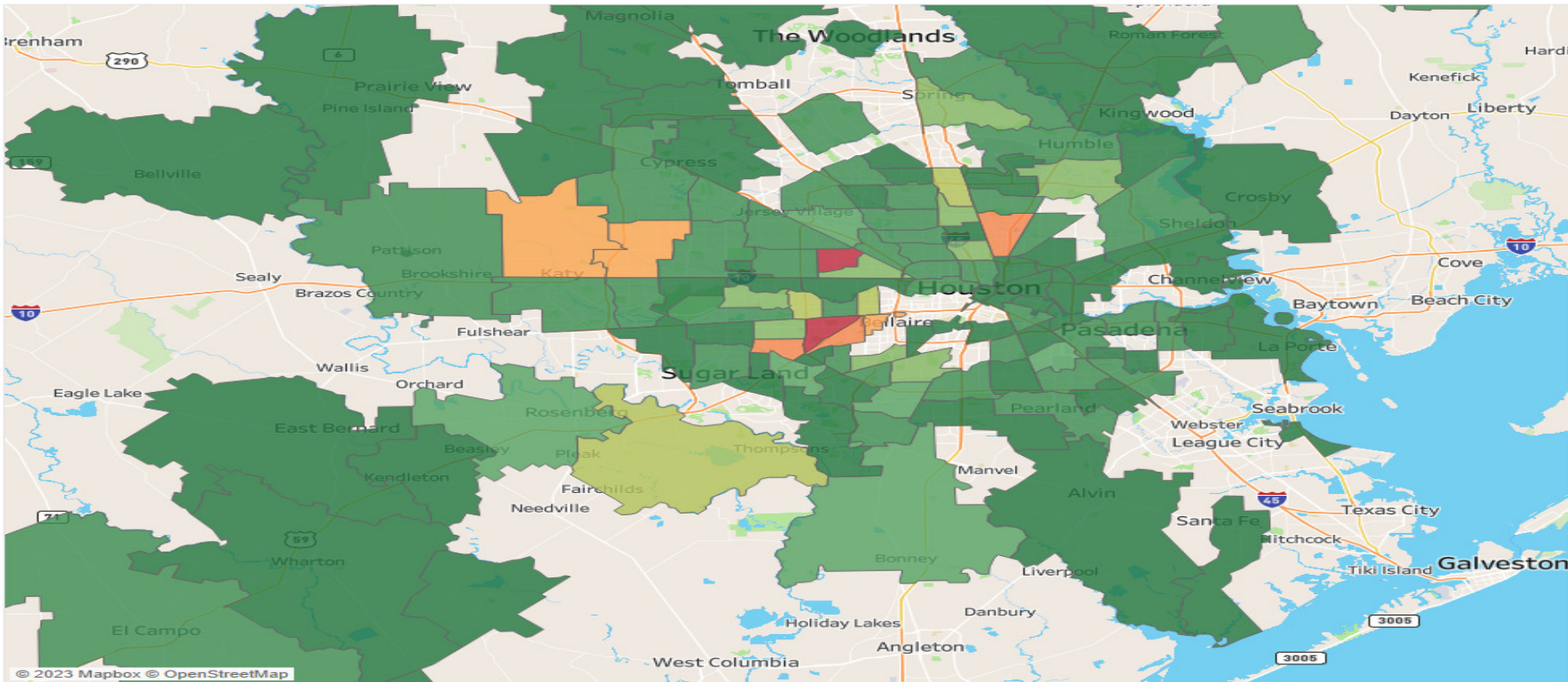


\* Patients who delivered at Memorial Hermann who had severe complications with pregnancy



# Hispanic Population Severe Maternal Morbidity by Zip Code

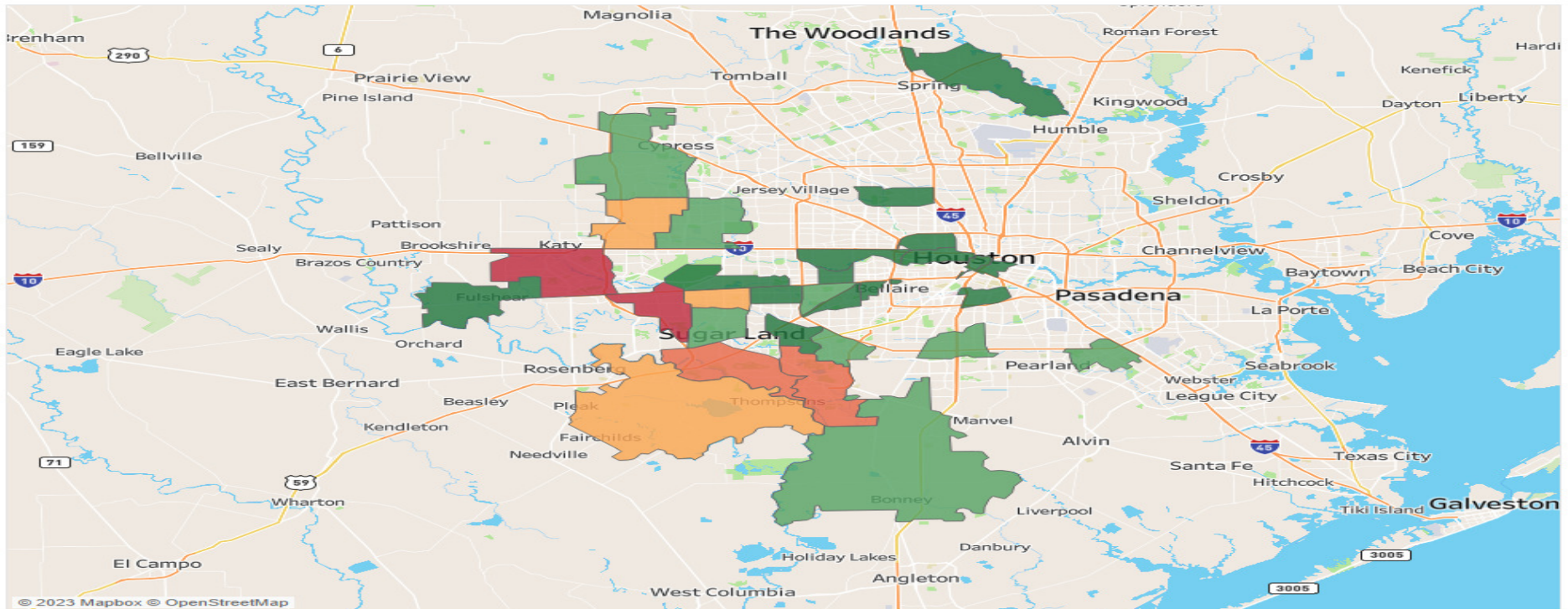
SMM Cases by Zip Code



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# Non-Hispanic Asian Population Severe Maternal Morbidity by Zip Code

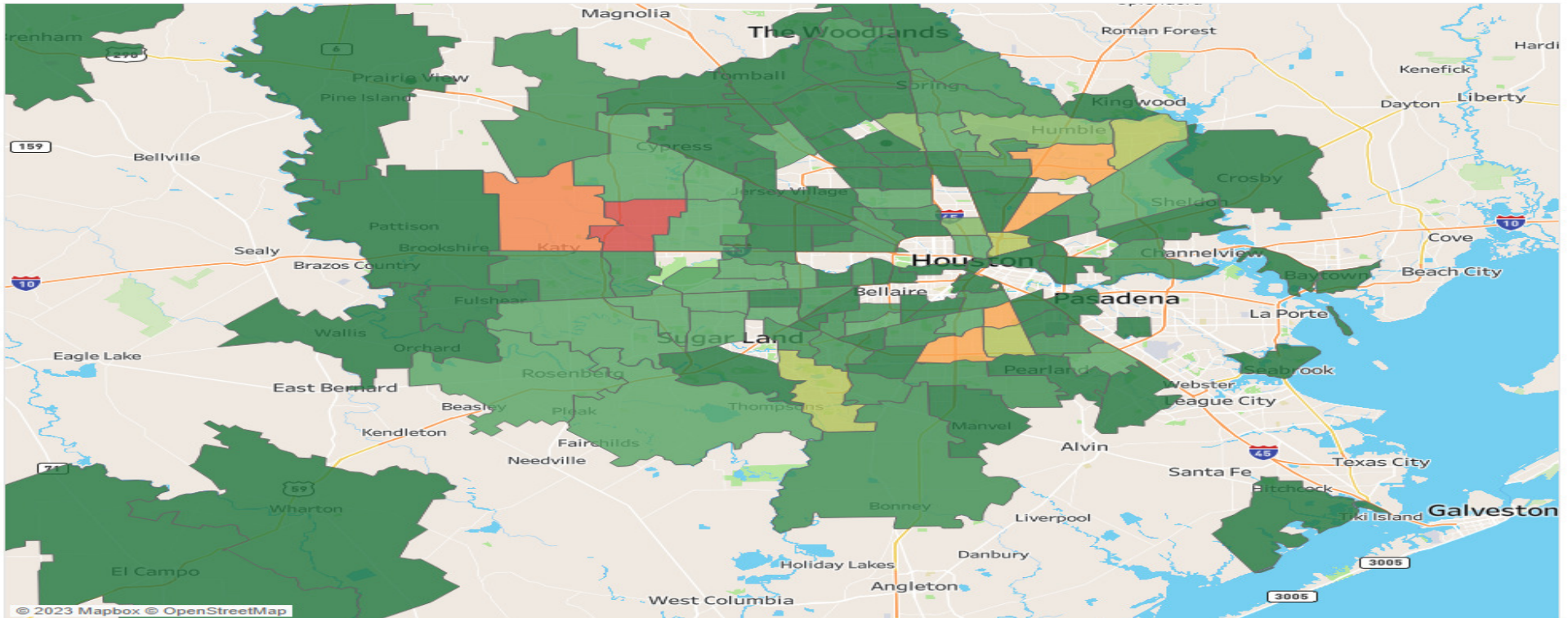
SMM Cases by Zip Code



\* Patients who delivered at Memorial Hermann who had severe complications with pregnancy

# Non-Hispanic Black Population Severe Maternal Morbidity by Zip Code

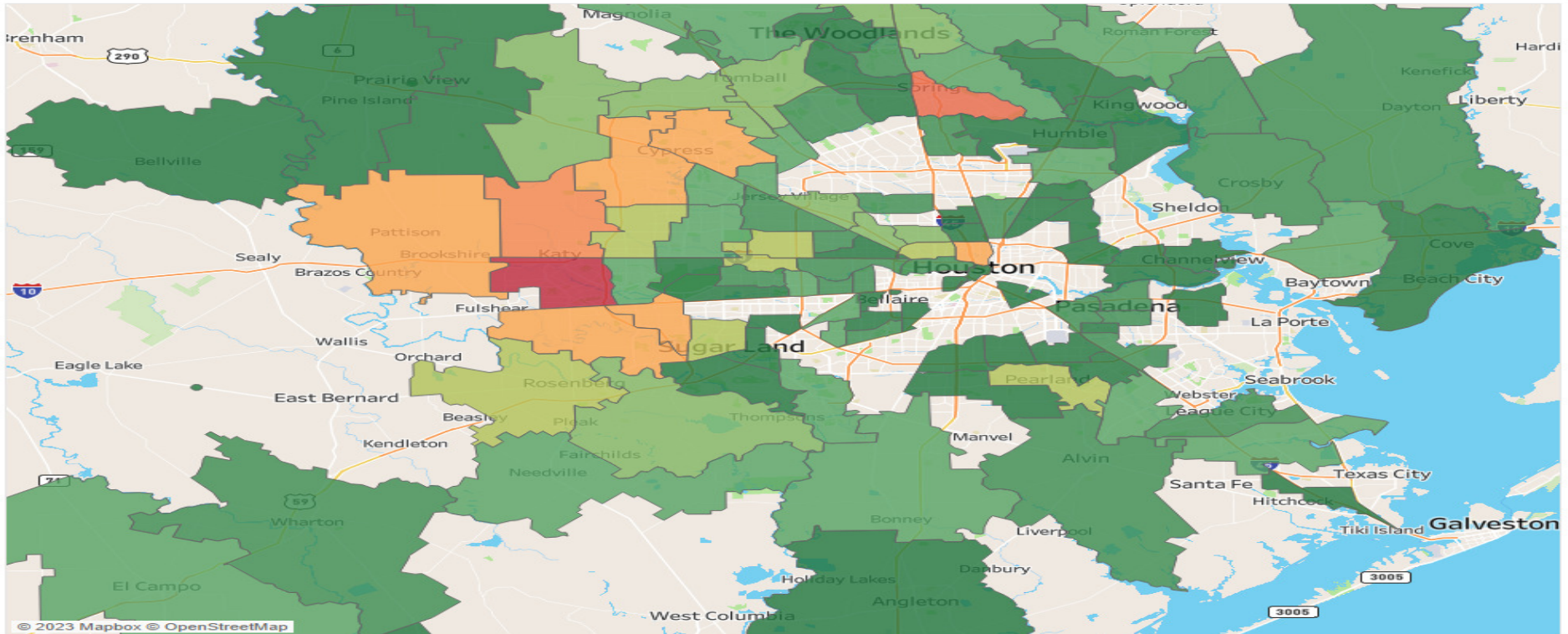
SMM Cases by Zip Code



\* Patients who delivered at Memorial Hermann who had severe complications with pregnancy

# Non-Hispanic White Population Severe Maternal Morbidity by Zip Code

SMM Cases by Zip Code



\* Patients who delivered at Memorial Hermann who had severe complications with pregnancy

# Pillars of Equity, Diversity, and Inclusion Model

Data


Community  
Partnership

Maternal EDI  
Council

Technology  
Integration

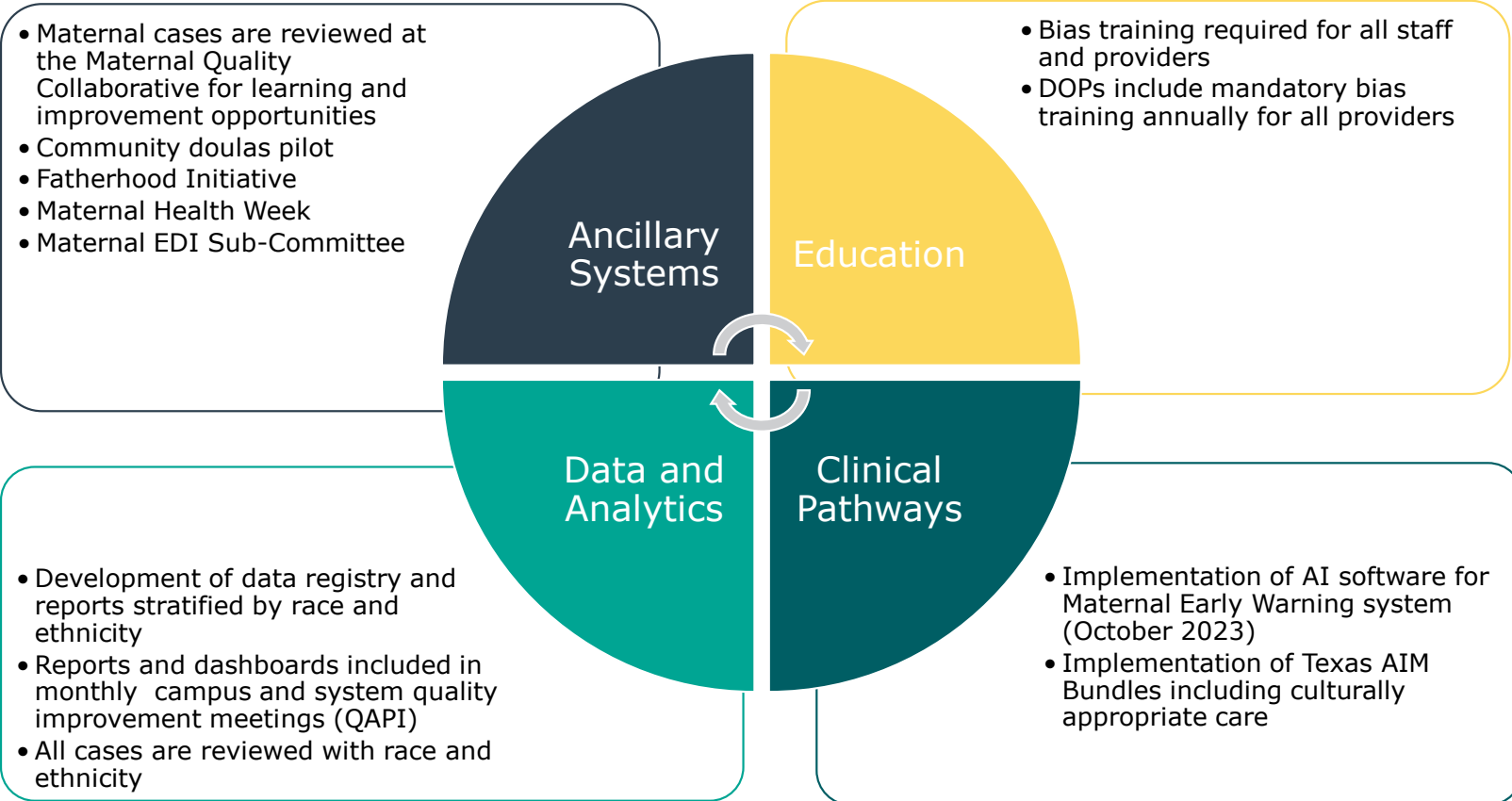
Holistic Model  
Development

Collaboratives

The title is framed by two large, yellow, curved brackets, one on the left and one on the right, both opening towards the center.

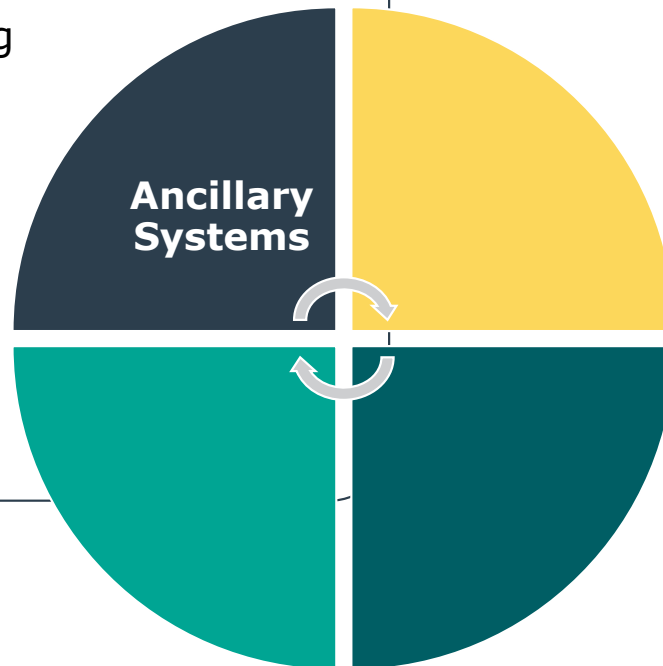
# Evidence-Based Strategies & Measurement

# Strategies to Improve Maternal Mortality and Reduce Disparities



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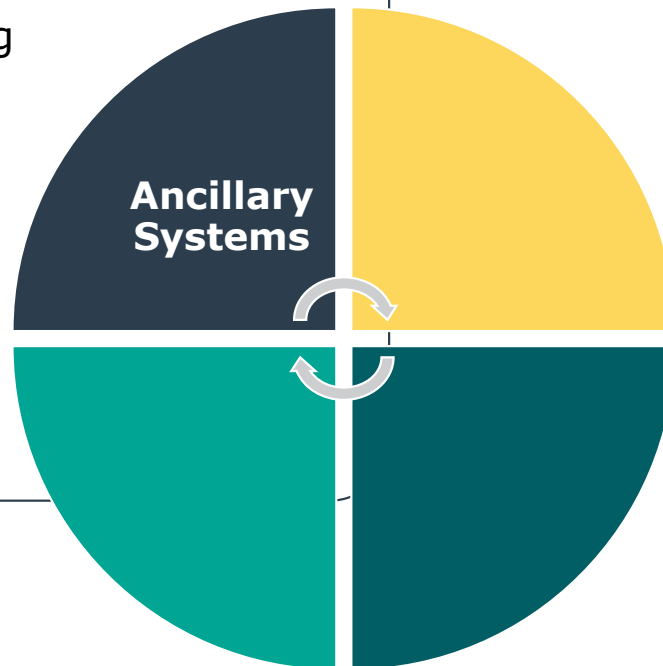
- Maternal cases are reviewed at the **Maternal Quality Collaborative** for learning and improvement opportunities
- Community **doulas** pilot
- **Fatherhood** Initiative
- **Maternal Health Week**
- **Maternal EDI** Sub-Committee



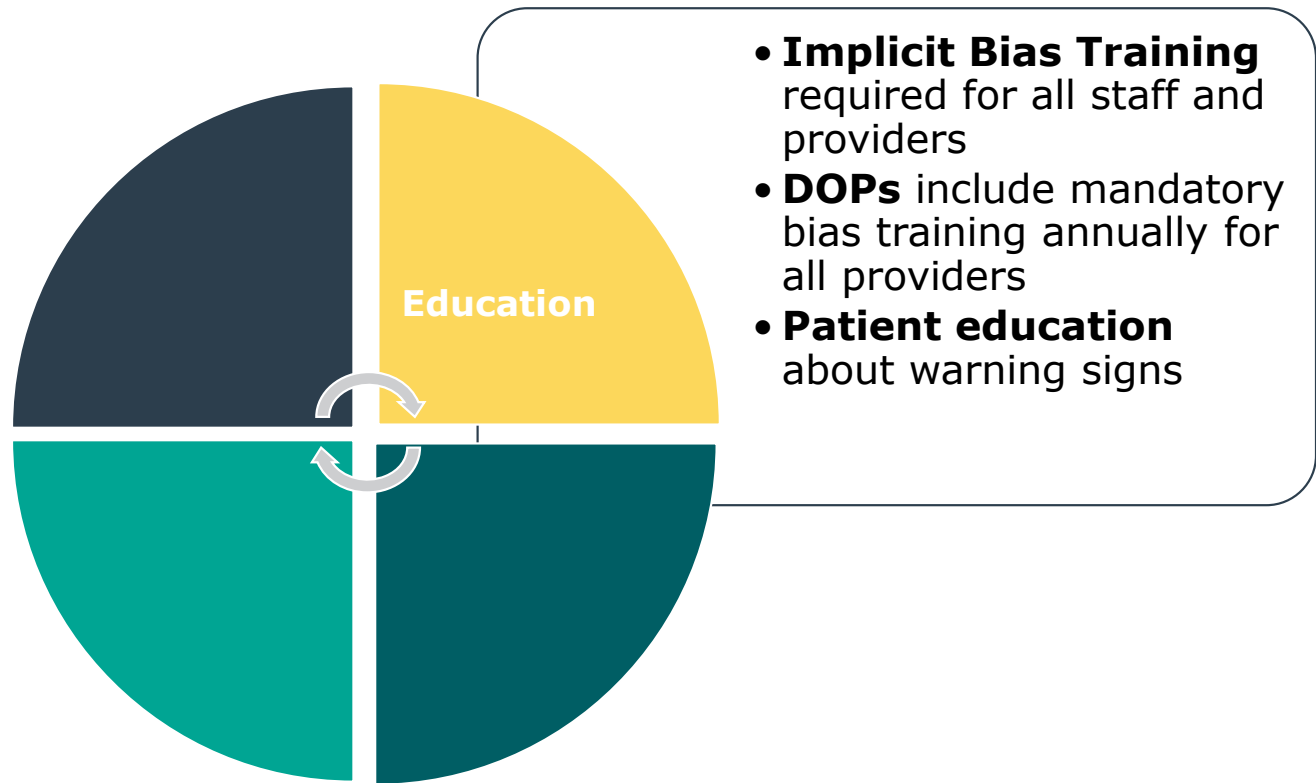


# Strategies to Improve Maternal Mortality and Reduce Disparities

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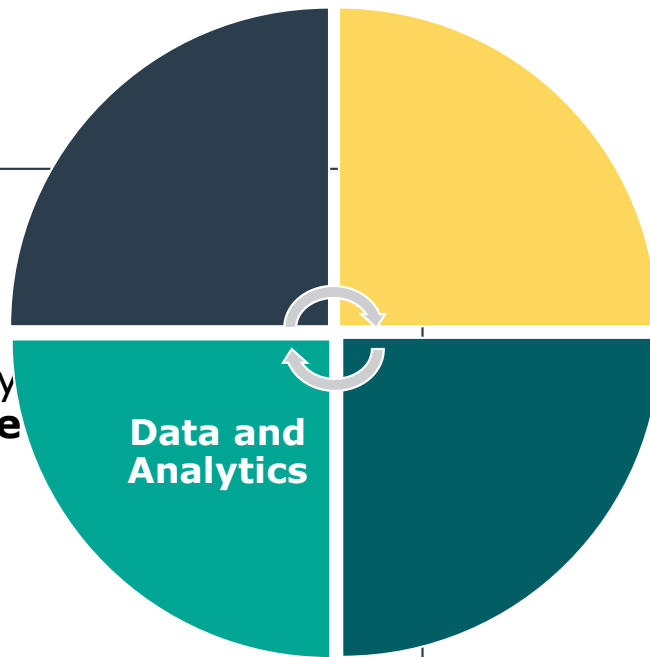
# Strategies to Improve Maternal Mortality and Reduce Disparities



# Strategies to Improve Maternal Mortality and Reduce Disparities

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- Development of **data** registry and reports stratified **by race and ethnicity**
- Reports and dashboards included in monthly campus and system **quality improvement meetings** (QAPI)
- All cases are **reviewed with race and ethnicity**





Q&A

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