

## FY 19-21 Community Health Improvement Implementation Plan – Mental Health

**Priority Area: Mental Health** 

**Long Term Goals Supporting Maryland SHIP:** 

- 1) Reduce the Suicide Rate Balto City (2016) = 8.5/100,000 population; > MD 2017 Goal: 9/100,000 & HP 2020 Goal: 10.2/100,000
- 2) Reduce the Emergency Department Visits related to Mental Health– Balto City = 6,782/100,000 population; ➤ MD 2017 Goal: 3,152.6/100,000

Annual Objective	Strategy	Target Population	Actions Description	Performance Measures	Resources/Partners
suicide rate	Provide education and information to community members on identifying mental nealth problems using the evidence-based program:  Mental Health First Aid (MHFA)	Health Ministry Leaders, Community members (adults	course for lay public which assists the public in identifying someone experiencing a mental health or substance use-related crisis.  Participants learn risk factors and	Reach: 1) # of MHFA classes 2) # educated with MHFA 3) # of students assisted through programs in partner schools 4) # attending annual mental health conference	UMMC Department of Psychiatry, Mosaic Services, Faith Based Partners, UMSON (Dr. Lori Edwards)
Increase awareness in the community of mental health		Staff Training - Healthcare	crisis situations, and where to turn for help.  Trauma Informed-Care/Specific Interventions – Utilizing evidence-based programs to address specific needs identified in partner schools in West	Outcomes:  1) Participants' self- reported learning from post-test 2) # of referrals to care 3) Participant evaluations of conference	
Increase the number of individuals	Provide mental health screenings in the community with	West Baltimore	at large.	Reach:  1) # of people screened in the community	UMMC Dept of Psychiatry

referred to appropriate mental health resources	referrals as needed		information about mental health with information on resources.	Outcomes: 1) # of positive screens 2) # of referrals	
Hospitals on one	Year 1 - Implement	,	Review data from Mosaic Group/CRISP to look for: - Health disparities -Ability to share treatment plan across institutions		Johns Hopkins Hospital, Sinai Hospital, St. Agnes Hospital, Mercy, Medstar, Mosaic Group, CRISP



# FY 19-21 Community Health Improvement Implementation Plan – Substance Abuse

Priority Area: Substance Abuse

**Long Term Goals Supporting Maryland SHIP:** 

1) Reduce the Drug-induced Death Rate – Balto City = 57.4/100,000 population; > MD 2017 Goal: 12.6/100,000 > HP 2020 Goal: 11.3/100,000

Annual Objective	Strategy	Target Population	Actions Description	Performance Measures	Resources/Partners
Reduce the Drug-induced death rate	and information to community members on identifying	Faith Leaders, Health Ministry Leaders, Community members in West Baltimore, Partner Schools, Parent groups	campaign to educate and inform West Baltimore City residents about identification of substance abuse behavior and community resources	Reach: 5) # of events with Drug Facts info 6) # educated with Drug Facts info  Outcomes: 4) # of referrals made to addiction treatment resources	UMMC Department of Psychiatry, UMMC Opioid Stewardship Task Force, UMMC Midtown Center for Addiction Medicine, UMMC Pharmacy Dept.
	to licensed providers on scope	Licensed, prescribing healthcare providers	scope of opioid crisis and relevant prescribing practices utilizing Centers for Disease Control and/or American	Reach: 1) # of providers educated  Outcomes: 1) Pre and post test results of reported knowledge	Above and Community healthcare providers



#### FY 19-21 Community Health Improvement Implementation Plan - Maternal Child Health

Priority Area: Maternal/Child Health

Objectives Supporting Maryland SHIP:

- 1) Reduce the percentage of births that are low birth weight (LBW): Balto City = 11.7% > MD 2017 Goal: 8.0% & HP 2020 Goal: 7.8%
- 2) Increase the proportion of pregnant women starting prenatal care in the 1<sup>st</sup> trimester: Balto City (2016) = 59.6% ➤ MD 2017 Goal: 66.9% & HP2020 Goal: 77.9%
- 3) Reduce the ED visit rate due to asthma: Balto City (2016) = 224.8/10,000 ➤ MD 2017 Goal: 62.5/10,000
- 4) Reduce the pedestrian injury rate on public roads: Balto City (2016) = 181.7/100,000 ➤ MD 2017 Goal: 35.6/100,000 & HP2020 Goal: 20.3/100,000

Annual	Strategy	Target	Actions Description	Performance Measures	Resources/Partners
Objective	ou alogy	Population	Actions Decemption	T GITOTIMATION INCAGALOS	Troobarboom artiforo
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Increase the percentage of babies born >37 weeks gestation  Reduce the percentage of births that are low birth weight  Increase the percentage of women breastfeeding upon discharge	healthy pregnancies, preastfeeding, and	Women in West Baltimore Communities delivering at UMMC	Stork's Nest prenatal education program is a free, points-based incentive program for pregnant women and their partners. Women earn points when they complete prenatal classes and keep prenatal visit appointments.  Implement 10 Steps best practices to support successful breastfeeding throughout the continuum of care. Offer community breastfeeding support groups to provide an additional resource postpartum for sustained success.	<ul> <li>7) # of women enrolled</li> <li>Outcomes:</li> <li>5) % of babies born&gt; 37         wks gestation</li> <li>6) % of babies born &gt; 2500         grams</li> <li>7) % of women initiating         breastfeeding</li> </ul>	UMMC Department of OB/GYN, UMMC Family Medicine, March of Dimes, Zeta Phi Beta Sorority, Faith Based Partners

Decrease the ED visit rate due to asthma (pediatric)  Decrease hospitalizations due to asthma  Decrease missed school days due to asthma		primarily West	The Breathmobile is a free, mobile primary care clinic focusing on pediatric asthma. The Breathmobile visits Batlimore City Schools during the school year providing care, treatment, and health education to children with asthma.	3) # of individual students seen 4) # of total visits Outcomes: 2) # of ED visits 3) # of Hospitalizations 4) # Missed school days	UMMC Dept of Pediatrics, Baltimore City Public Schools, Baltimore City Health Dept, and Kohl's
14 years of age Decrease the	Provide education and information on child passenger safety, fire safety, pedestrian safety, and distracted pedestrian awareness through engaging programs: Safe Kids	school-age children and their families in Baltimore City,	Safe Kids strives to reduce unintentional injury to children through free education and training on fire safety, pedestrian safety, and child passenger safety. This program also provides child passenger seat testing and provides smoke detectors and helmets through its programming.	# of encounters with children and/or families  Outcomes:     # of Fire-related deaths of children under 14 yrs	UMMC Dept of Pediatrics, Baltimore City Public Schools, Baltimore City Health Dept., Baltimore City Fire Dept., MDH, MIEMSS Child Passenger Programs



## FY 19-21 Community Health Improvement Implementation Plan – Chronic Disease Prevention

Priority Area: Chronic Disease - Cardiovascular Disease/Obesity

Long-Term Goals Supporting Maryland State Health Improvement Plan (SHIP):

- 1) Increase the proportion of adults who are <u>not</u> overweight or obese: Balto City (2016) : 33.5% ➤ 2017 MD Target: 36.6%; HP 2020 Target: 33.9%
- 2) Reduce the proportion of adolescents (ages 12-19) with obesity: Balto City (2014): 17.1% ➤ 2017 MD Target: 10.7%; HP 2020 Target: 16.1% 3) Age adjusted mortality rate from heart disease: Balto City (2016): 236.3/100,000 age-adjusted 2017 MD Target ➤ 166.3/100,000; HP 2020

Target: 152.7/100,000

4) Reduce emergency department visit rate due to hypertension: Balto City (2014): 658.9/100,000 ➤ 2017 MD Target: 234/100,000

Annual Objective	Strategy	Target Population		Performance Measures	Resources/Partners
Increase the	Provide education	Adults & Youth in	Engage targeted communities on	Reach:	Dr. Wallace Johnson,
proportion of	& information on	Priority Targeted	healthy lifestyles through the	1) # of campaigns	MD, UMMC Nutrition
	the importance of		sponsorship or provision of:	2) # of events featuring	Dept., UMMC/Midtown
	heart healthy	•	'	information	Nursing, UMB Campus,
	lifestyle through		- Store Tours	3) # of people attending	ADA, AHA, Shopper's
	engaging,		- Cooking Classes/Demos/Tastings	events	Food Warehouse, Buy-
Reduce the	evidence-based		- Community Screenings & Referrals	4) # of classes	Rite, Giant, Hungry
proportion of	programs:		(Blood pressure, BMI/Weights, &	5) # of people attending	Harvest, Planet Fitness,
youth who are	Know Your		Cholesterol)	classes	Local Barber/Beauty
obese	Numbers,		- Exercise Demonstrations		Shops, Faith
	Hypertension				Communities, Lexington
	Screening &		Provide Living Well with Hypertension	Outcomes:	Market
Reduce	Outreach		class monthly to community members	1) # of people screened	
emergency	Program,			2) % of referrals for	
department visit	Living Well with		Provide Living Well w/ Chronic Disease	abnormal findings	
rate due to	Hypertension,		Workshop twice/annually	3) % followed through for	
hypertension	Living Well with			follow-up	
	Chronic		Develop resource guide (pdf) to be used	4) % of participants with	
	Disease,		on website and for community events	normal BPs after referrals/	
	Maryland			intervention	
	Healthy Men,		Provide info on healthy weight resources	6)Self-reported knowledge/	
	BP Hubs			awareness through	
			- Fall Back to Good Health	Pre/Post Participant Survey	
			- B'More Healthy Expo		

- Lexington Market Monthly Health Fa - Mobile Market -All Diabetes-related Events Deploy Blood Pressure Hubs in the community in barber/beauty shops ar churches	
Continue the Maryland Healthy Men hypertension program with 50 men/yi	

Increase the	Through	Adults & Children	Sponsor UMMC Farmer's Market:	Reach:	UMB Campus, BCPSS,
	engaging,	Addito a Official	- Maintain WIC and SNAP voucher	1) # of Farmer's Markets	UM BioPark, MTA, UM
	evidence-based		acceptance by vendors	held	Dept of Family
diets of the	programs,		- Pilot prescription program promoting	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Medicine, Hungry
population aged	1) Improve		consumption of fruits & vegetables	WIC & SNAP vouchers	Harvest, UM Rehab
2 yrs and older	access to variety		purchased at Farmer's Market	3) # of educational materials	l laivest, own tenab
2 yrs and older	of fruits &		- Explore additional Farmer's market	distributed	
	vegetables:		and food access options for West	4) # of schools and children	
	Farmer's Market,		Baltimore	,	
In aroon a boolthy	UMMC Mobile			attending Kids to Farmer's	
Increase healthy			- Provide educational opportunity for	Market Program	
food access	Market		local school children to attend	5) # of F & V Prescriptions	
			Farmer's Market as a field trip	distributed	
	0) Danier et e			6) # of Mobile Markets held	
	2) Promote		supporting healthy food options and	7) # of produce bags	
	awareness of		access to fresh fruits and vegetables		
	healthy ways to			8) Track zip codes of Mobile	
	prepare fruits &			Market recipients and report	
	vegetables:		- Provide access to healthy produce in		
	Kids to Farmer's		West Baltimore food deserts by	area	
	Market, Fruits &		using Mobile Van & Hungry Harvest		
	Vegetables		in West Baltimore sites weekly	Outcomes:	
	Prescription		<ul> <li>Provide educational materials to</li> </ul>	1) \$ amount spent through	
	Program (pilot),		encourage use and purchasing of	WIC/SNAP benefits at FM &	
	Mobile Market		fresh produce	zip codes of purchasers	
				2) # of F & V prescriptions	
				redeemed	
				3) \$ of matching funds for F	
				& V Prescription Program	
				3) # of children trying a new	
				healthy food item at FM tour	
				4) Self-reported knowledge	
				in students participating in	
				FM program	
				5) Self-reported servings of	
				produce/day through survey	
				of Mobile Market	
				oi wodie warket	

Priority Area: Chronic Disease - HIV/HCV Prevention

**Long Term Goal Supporting Maryland SHIP:** 

- 1) Reduce the incidence of HIV infection: Balto City (2016) = 53.7 /100,0000 > MD 2017 Goal: 26.7/100,000 Goals of the National HIV and AIDS Strategy (NHAS) and National Viral Hepatitis Strategic Plan
  - 1. Reduce New HIV/HCV Infections
  - 2. Increase Access to Care and Improving Health Outcomes for People Living with HIV and HCV
  - 3. Reducing HIV-Related Health Disparities
  - 4. Achieve a Coordinated Response to the HIV Epidemic

Annual Objective	Strategy	Target Population	Actions Description	Performance Measures	Resources/Partners
Reduce	1a. Identify high risk HIV	Individuals at high	Provide PrEP information	Reach:	Institute of Human Virology,
new	negative individuals and refer to	risk for HIV per the	and referrals at various	# of community	STAR TRACK Adolescent HIV
HIV/HCV	campus-based HIV Prevention	CDC PreP	community events	members	Clinic, University of Maryland
infections	(Pre-Exposure Prophylaxis -	guidelines <sup>1</sup>		referred to PrEP	PreP Taskforce, Baltimore City
	PreP) programs			clinics	Health Department
	1b. UMMC University and	Adults &	Offer free HIV/ HCV	# of community	Institute of Human Virology,
	Midtown Campuses will	Adolescents in	education and screenings	members	UMMC and UMMC Midtown
	coordinate community outreach	targeted West	in churches, seniors	screened for HIV	CHEC, UMB Office of
	activities in collaboration with IHV and the UMB Office of	Baltimore Zip codes	centers, and various	annually	Community Engagement, DHMH, BCHD
	Community Engagement in		community sites including use of the UMMC	# of community	
	order to provide HIV and		Community Health Mobile	members	
	complementary services in areas		Van within various West	screened for	
	within the university's strategic		Baltimore targeted zip	HCV annually	
	area		codes	Trov annually	
Increase	2a. Identify community members	Patients newly	Provide counseling,	Outcomes:	Institute of Human Virology,
access to	with HIV/HCV who are not	diagnosed or not	education, and referral to	# of community	UMMC and UMMC Midtown,
care and	engaged in care and refer to CID	engaged in	those identified as HIV-	members HIV	UMB Office of Community
improve	clinic or JACQUES Linkage to	HIV/HCV care within	positive or HCV-positive	positive referred	Engagement, DHMH, BCHD
outcomes	Care Navigators for immediate	the last six (6)		to treatment/care	
for people	access to medical and	months	Provide Living Well with		
living with	psychosocial services		HIV Infection classes to the	# of community	
HIV and	2h Offer 4 Cohort of LW/ v:/ LUV/		community	members HCV	
HCV	2b.Offer 1 Cohort of LW w/ HIV			positive referred	
	class during 1st year and 2			to care	
	Cohorts during 2 <sup>nd</sup> year				

<sup>&</sup>lt;sup>1</sup> Preexposure Prophylaxis for the Prevention of HIV Infection in the United States – 2014 Clinical Practice Guidelines (2014). Accessible at http://www.cdc.gov/hiv/pdf/prepguidelines2014.pdf

## Priority Area: Chronic Disease - Diabetes Prevention

Long-Term Goals Supporting Maryland Health Improvement Plan (SHIP):

- 1) Increase the proportion of adults who are not overweight or obese: Balto City (2016): 33.5% > 2017 MD Target: 36.6%; HP 2020 **Target:33.9%**
- 2) Maryland SHIP #27 Reduce diabetes-related emergency department visits: Balto City (2014): 548.9/100,000 ➤ 2017 MD Target: 186.3/100.000

Annual	Strategy	Target Population	Actions Description	Process Measures	Resources/Partners
Objective	0,		•		
Increase diabetes awareness and healthy lifestyles to prevent and manage diabetes.	around activities to improve health of church members living with diabetes and their families.	six church communities within the targeted Zip	support group 1x/month for 9 months following the workshop series.  Each workshop is 1-1.5 hours  Content areas: Diabetes Basics, Fitness, healthy eating, Heart health, Diabetes prevention for children	Reach: 1) # host churches 2) # participants recruited 3) # support groups held 4) # people attending  Outcomes: 1) Attrition rate of attendees from seminar 1-6 2) Self-reported learning from Pre& Post/survey 3) #High risk identified and screened for diabetes	ADA, Churches, UMMC, UMSOM, UMSOP
Increase the awareness of diabetes and heart disease.	Empower individuals with T2DM to know their heart disease risk. Encourage people with T2DM to take action to improve health outcomes	LIP in the community within the target zips	Leverage UMMS professional experts to	Reach: 1) # educational activities 2) # Participants of     seminar 3) # social media hits 4) # website hits 5) # adults with completing     the risk tool 6) #Cardiology referral	SOM,UMMC,UMCDE
Reduce diabetes-related emergency department visits by 5%	Educate the community signs and symptoms of diabetes along with prevention and treatment of hypoglycemia and hyperglycemia		Engage targeted communities on hypo/hyperglycemia: - Participate in diabetes awareness - Advocacy - Community seminars on Diabetes  Provide info on diabetes resources at outreach activities.	Reach: 1) # of participants 2) # of materials distributed per event and totals	UMSON, ADA, Bethel AME, Z-HAP, DHMH,UMMC, Faith Based Partners

proportion of		Priority Targeted Zips	Prevention Program: for people at risk with diabetes 16 week program & a monthly post core follow-up	<ol> <li>#of participants enrolled</li> <li>Outcomes:</li> <li># of participants that</li> </ol>	UMCDE,UMMC, ADA, AHA, JDRF, ST. MARK'S UNITED METHODIST CHURCH,HOPKINS,BC HD, UMMC, CDC
	Educate & engage community on the importance of daily physical activity guidelines using evidence-based research & programs		at every major event:  • JDRF WALK  • Waxter Center Heart Health Day		St. Mark's United Methodist Church, ADA, BCHD, Faith Based parters, UMMC
variety of fruits & vegetables to the diets of the population aged 2 yrs and older	Improve access to variety of fruits & vegetables  Promote awareness of healthy ways to prepare fruits & vegetables		Spring series on Fruits & Veggies Matters with the on-site farmers market. The goal of this series is to increase intake of produce of the participants Each seminar will identify fruit and vegetables of the season and feature a recipe will be provided. The participants will be challenged to try a new fruit & or vegetable and create a new recipe.	Reach: 1) # of participants per seminar 2) # of lbs of food distributed 3) # of nutrition series held  Outcome: 1) % participants that increased fruit consumption 2) % participants that increased vegetable consumption	Z-HAP Zeta Center, UMCDE, Urban Farmers, Gather Baltimore



#### FY 19-21 Community Health Improvement Implementation Plan - Violence Prevention

**Priority Area: Violence Prevention Program** 

Long Term Goals Supporting Maryland SHIP:

Reduce the domestic violence rate: Baltimore City= 678.5 in 2015 ➤ MD 2017 Goal: 445/100,000; Baltimore City Goal: 610.7/100,000

Long Term Goal Supporting Healthy People 2020:

Reduce homicides: Baltimore City= 55.6 in 2017 ➤ 2021 Target: Decrease by 10%=50.0/100,000 (National Goal 5.5/100,000)

Reduce firearm-related deaths: Maryland= 11.9/100,000 in 2015 ➤ 2021 Target: Decrease by 10%=10.7/100,000 (National Goal 9.3/100,000)

Maintain the low rate of recidivism for VIP participants due to violent injury. (VIP FY17 Performance = < 1.3% ≥ 2021 Target: < 1%)

	Annual Stratagy Target Population Actions Description Performance = <1.3% > 2021 Target: < 1%			,	
Annual Objective	Strategy	Target Population	Actions Description	Performance Measures	Resources/Partners
				_	
	Provide education		,	Reach:	School of Nursing
of recidivism due			support and education to prevent	<ol> <li>Number of patient</li> </ol>	
	through access to		repeated violence in the community.	encounters	School of Social Work
and domestic	evidence-based	to violence > 15	Case workers enroll patients of violent		
violence.	programs:	yrs. Participants	injury at the bedside.		Community
	Violence	include victims of	<ul> <li>Participants are offered weekly</li> </ul>		Engagement Center
	Intervention	assault, intimate	support group meetings after	completing program	
	Program (VIP)	partner violence,	discharge.		University Of Maryland
		gunshot wounds,	Participants receive services to help		Medical Center-Midtown
	Bridge Program	and domestic	with employment, housing, mental	1) Re-injury rate (based on	Campus
		violence related	health, substance abuse, and	the Trauma Registry	
		incidents.	interpersonal skills.		Baltimore City Police
				criminal activity)	Department and several
			Bridge Program provides structured		community partners :
			support and education to prevent	Self-reported re-injury	
			repeated violence in the community.	and self-reported	<ul> <li>Department of</li> </ul>
			• 24/7 response to victims seeking	criminal activity	Juvenile Services
			treatment in the hospital		
			Safety planning and case	<ol><li>VIP Survey/ Bridge</li></ol>	<ul> <li>Department of Parole</li> </ul>
			management	Survey and Program	and Probation
			Individual counseling services and	Evaluation Survey	
			support groups		<ul> <li>Community</li> </ul>
			Court accompaniment and advocacy	Additional Metrics:	organizations
	Replicate	Patients admitted	Participants receive services to help	Hours spent doing	Maryland Network
	evidence-based	to UMMC Midtown	with employment, housing, mental	Violence Prevention	Against Domestic

programs on the UMMC Midtown Campus	due to violence. Participants include victims of assault, intimate partner violence, gunshot wounds, and domestic violence related incidents.	health, substance abuse, safety planning, and interpersonal skills.	2)	Related Activities  Number of hires resulting from Turnaround Tuesdays  a. Number of hires retained through 6 month probation period	
Promote violence prevention and education in youth populations  Provide education to at least 250 youth in the community  Promoting Healthy Alternatives for Teens (PHAT)  My Future My Career (MFMC)  Healthy Teen Dating Relationships (#DatingGoals)  Violence Prevention Program-Saving Maryland's At Risk Teens (VPP-SMART)	school students in Baltimore City within two partner high schools.	Treens (PHAT) is held at the Shock Trauma Center or an on-site location as a single session workshop designed to expose youth to the consequences associated with poor decision-making, goal setting, and career planning.  My Future – My Career is held at the Shock Trauma Center as a 6 week program, designed to engage youth who are at risk for either becoming victims and/or victimizing others. Students focus on goals for higher education and career opportunities.  Healthy Teen Dating Relationships (#DatingGoals) is held in the classroom setting. This one hour presentation provides an overview of dating violence, its effects, and resources available to	<ul><li>1)</li><li>2)</li><li>3)</li><li>Ou</li></ul>	ach: Number of PHAT, MF-MC, #DatingGoals, VPP-SMART program requests/inquiries Number of PHAT, MF-MC, #DatingGoals, VPP-SMART program presentations Number of PHAT, MF-MC, #DatingGoals, VPP-SMART program attendees Number of Art Against Violence submissions  tcomes: Increase in knowledge using pre and post-tests regarding teen dating violence Identification of a PHAT or MF-MC Champion. A "graduate" of the program willing to come back and share their experience	Baltimore City Public Schools, Promise Heights Community  Department of Juvenile Justice Services  Teen Court

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	information regarding	West Baltimore Community City of Baltimore	this 2-hour session includes lecture, demonstration, and skills practice.  Prevention Matters is a monthly public service awareness campaign spearheaded by the Center for Injury Prevention and Policy. Each month, a fact sheet will be developed to inform the	Reach:  1) Number of people attended  Outcomes:	Memorial Episcopal Church Baltimore City Public Schools  Baltimore Times Lexington Market
			service awareness campaign spearheaded by the Center for Injury Prevention and Policy. Each month, a fact sheet will be developed to inform the community about the prevention topic	Number of hits to the Prevention Matters website, downloads of materials, referrals to UMMC services	
			and it will be accompanied by an article in the <u>Baltimore Times</u> . CIPP will also host a table monthly to highlight the topic of the month in the Weinberg Atrium and at Lexington Market's Health and Wellness Day at the Market	<ol><li>Number of visitors to the monthly tables</li></ol>	

#### References

<sup>&</sup>lt;sup>1</sup> Maryland State Health Improvement Process website: http://ship.md.networkofcare.org/ph/ship-detail.aspx?id=md\_ship12 
<sup>2</sup> Calculated from 342 deaths in 2017 (1F) 
<sup>3</sup> https://www.healthypeople.gov/2020/data/map/4768?year=2015



# FY19-21 Community Health Improvement Implementation Plan – Workforce Development

**Priority Area: Workforce Development** 

Goal Supporting Maryland Health Improvement Plan (SHIP):

1) To address Maryland's unemployment rate of 9.9% among youth ages 16-24 (16-19: 16.2%) and (20-24: 7.7%)

2) To address hiring into three of Maryland's top 10 projected growth occupations (Nursing, Nursing Assistant, and Clerical jobs)					
Annual Objective	Strategy	Target Population	Actions Description	Performance Measures	Resources/Partners
To hire 50 job seekers annually from a diverse populations connected to community partners with work readiness and technical training programs	Focus on entry-level high demand positions and act as a liaison between community partners to pipeline potential candidates	within West Baltimore Returning Citizens Displaced and/or dislocated	<ul> <li>Information Sessions (UMB CEC)         <ul> <li>Food Service Opportunities</li> <li>Environmental Service Opportunities</li> <li>Safety Observation Tech</li> <li>Security</li> </ul> </li> <li>Humanim (Admin. Asst. Prog)         <ul> <li>Prescreen Candidates</li> <li>Engage in Mock Interviews</li> <li>Facilitate an Information Session</li> <li>Have resumes reviewed by recruiters</li> </ul> </li> <li>ItWorks (PCT Training Program)         <ul> <li>Prescreen Candidates for Training</li> <li>Present How To Be A Success</li> <li>Facilitate class on Presenting Yourself on paper in person</li> <li>Provide Clinical</li> <li>Have recruiters schedule interviews for graduates</li> </ul> </li> <li>Surgical Technician Trainee (BACH)         <ul> <li>BACH will vet through ESOL candidates to consider for this program. Participants will be interviewed by Surgical Tech Committee</li> <li>2 Candidates will be considered for participation (13 month) Apprenticeship Program</li> </ul> </li> <li>HSCRC (CHW/PRS)</li> </ul>	Reach: # of people served from West Baltimore  Outcomes: # hired from the program	Center for Urban Families  Marian House  Mayors Office of Employment Development  Department of Social Services  Helping Up Mission  Catholic Charities  Sinai Hospital  Turn Around Tuesday  Southwest Partnership  Humanim  UMB CEC  BUILD  BAHEC

			<ul> <li>Candidates who successfully complete their training will be considered for an interview for hire</li> <li>SBLC Tour (Biomedical)</li> </ul>		
			<ul> <li>Provide Tours For Adults seeking a high school diploma to expose them to opportunities that are in healthcare upon receipt of a diploma</li> </ul>		
			Referrals from Community Partners		
5 students annually from any of these programs	Partner with local colleges, high schools, and faith leaders to pipeline qualified applicants into the medical center	<ul> <li>Baltimore City         Public High School         Students</li> <li>Youth and Young         Adults who reside         in the West         Baltimore targeted         zip codes         <ul> <li>Local Colleges</li></ul></li></ul>	<ul> <li>Edmondson High School (Clinical Exp.)         <ul> <li>Provide High School Seniors majoring in CNA and Surgical Tech programs hands on clinical opportunities to qualify them to take their board exams and pipeline them into our workforce.</li> </ul> </li> <li>The Connect/Ingoma Foundation         <ul> <li>Receive referral from organization serving displaced</li> </ul> </li> </ul>	Reach: 1) # of people served from West Baltimore  Outcomes: # hired from the program	Baltimore City Public Schools  Faith Leaders within the West Baltimore Targeted Zip codes  Local colleges and universities within radius  Edmondson High School  Vivien T. Thomas Art Academy
	a workforce pipeline that leads to career opportunities for the youth of West Baltimore through 7 programs: Project Search,	Baltimore City at risk youth  2) Underemployed and unemployed populations  3) Individuals	Provide essential skills training, career coaching, internships attend career days, and tours for program participants through 7 key programs:  Project Search – One-year academic and internship program for Baltimore City high school seniors with disabilities  YouthWorks – Summer jobs program, sponsored by the Mayor's Office, for Baltimore	# of students     enrolled in     programs  Outcomes:     # hired from the     program	National Association of Health Service Executives Project Search (Annie E. Casey Foundation) Baltimore Alliance for Careers in Healthcare Mayor's Office of

Building Steps, Urban public as	sistance City Youth. The program provides a 6 week	Employment Development
Alliance,	internship for youth 14-21 years of age.	
Cristo Rey		Ingoma Foundation
	NAHSE – Eight-week internship program for	
	minority undergraduate and graduate students.	
	Interns with an interest in health administration,	
	health information technology, finance,	
	marketing and human services are afforded the	
	opportunity to gain meaningful experience at the	
	hospital.	
	Building Steps - Helps minority high school	
	students become science and technology	
	professionals, internships and tours are	
	provided for student to explore their career	
	options	
	BACH Fellows – Provides rising high school	
	seniors a six-week, career-building workshop	
	and paid work experience in a hospital setting.	
	Urban Alliance – Provide students with	
	internships in professional settings such as law	
	firms, banks, hospitals, financial institutions and	
	non-profit organizations.	
	Cristo Rey – Provide high school students with	
	an interest in healthcare the opportunity to learn	
	and grow through entry-level jobs in STC.	