



UNIVERSITY of MARYLAND
MEDICAL CENTER

COMMUNITY HEALTH NEEDS

ASSESSMENT & IMPLEMENTATION PLAN

EXECUTIVE SUMMARY • FY2022-FY2024



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Executive Summary

Overview

The University of Maryland Medical Center (UMMC) serves Baltimore City and the greater metropolitan region, including patients with in-state, out-of-state, and international referrals for tertiary and quaternary care. UMMC is a private, non-profit acute care hospital comprised of two campuses and is the flagship academic medical center of the University of Maryland Medical System (UMMS). It is the second leading provider of health care services in Baltimore City and the state of Maryland and has served the state's and city's populations since 1823.

In FY2020, UMMC provided 13,830 inpatient admissions, 7,853 outpatient surgical cases, 372,115 outpatient visits, and 80,339 emergency department visits. The University of Maryland Medical Center is licensed for 806 acute care beds. Beyond the walls of the Medical Center's campus in FY2020, UMMC provided over 85 health fairs in local faith-based organizations, schools, and community centers, co-sponsored eleven major UMMS health fairs/screening events with 44,130 encounters in the community and began supporting the community with COVID-19 PPE, food distribution and COVID-19 safety information. In addition, the Medical Center provides a community outreach page on the UMMC public website to announce upcoming community health events and activities in addition to posting the annual Community Benefit Report and triennial Community Health Needs Assessment (CHNA). <https://www.umms.org/ummc/community-health>.

Our Mission

The University of Maryland Medical Center is the academic flagship of the University of Maryland Medical System. Its mission is to provide health care services on its two campuses for the Baltimore community, the State of Maryland and the nation. In partnership with the University of Maryland School of Medicine and the University of Maryland health professional schools, we are committed to:


- Delivering superior health care
- Training the next generation of health professionals
- Discovering ways to improve health outcomes worldwide

Our Vision

UMMC will be known for providing high value and compassionate care, improving health in Maryland and beyond, educating future health care leaders and discovering innovative ways to advance medicine worldwide.

SOURCE: [HTTPS://WWW.UMMS.ORG/UMMC/ABOUT/MISSION-VISION](https://www.umms.org/ummc/about/mission-vision)

Our Values



UNIVERSITY
of MARYLAND
MEDICAL
CENTER

RESPECT AND INTEGRITY
We Honor All People

TEAMWORK AND COLLABORATION
We Are Better Together

EXCELLENCE AND INNOVATION
We Seek To Advance

DIVERSITY AND INCLUSION
We Value Each Other

Our Values

We foster and sustain a **culture of professionalism, diversity, inclusion and respect**, where teamwork, communication and collaboration actively **promote excellence** in the advancement of our shared human service mission.

Our Community Anchor Mission

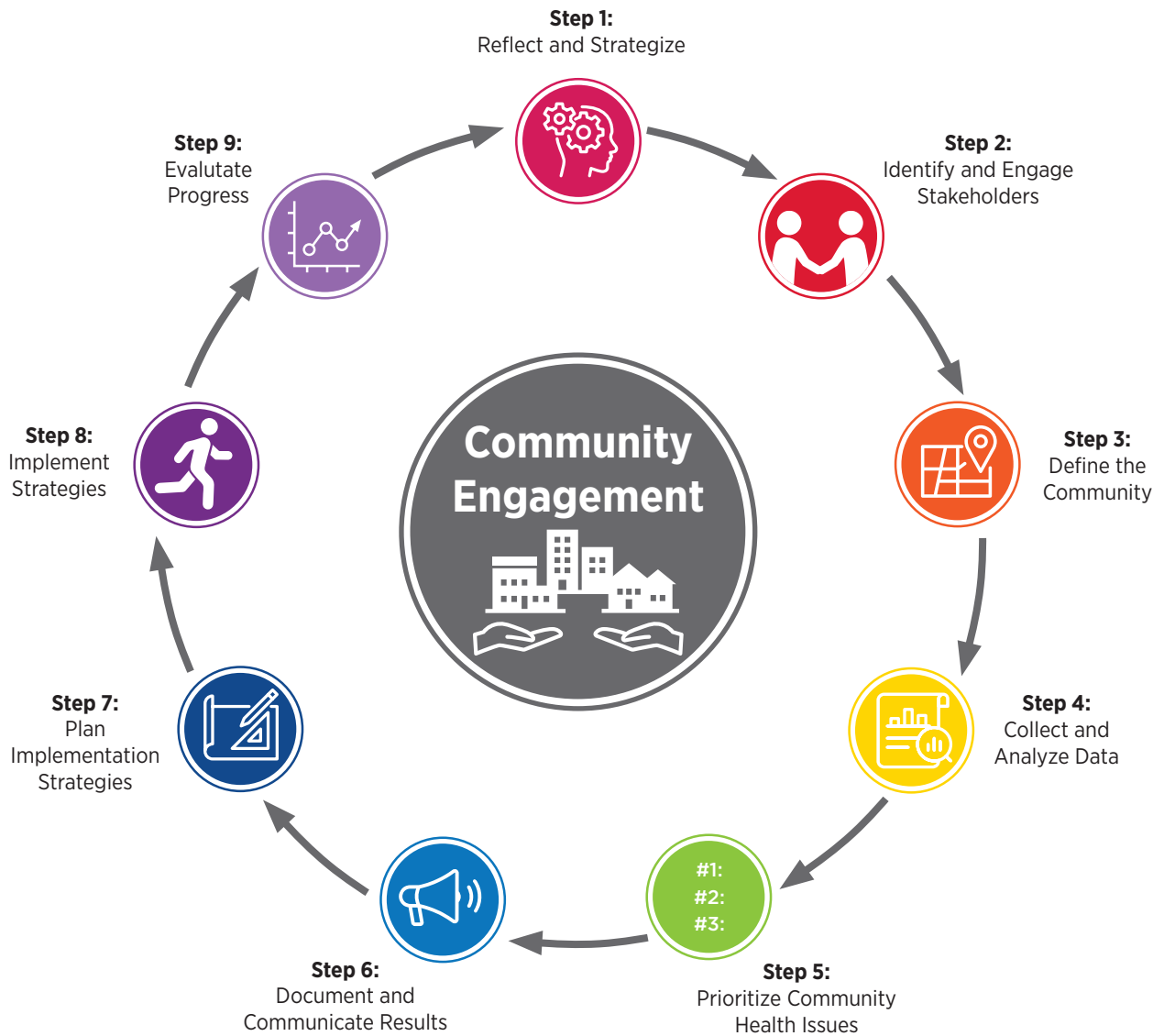
As the two largest anchor institutions in West Baltimore, we will work in partnership with our community, to build and support a healthy, empowered, socially cohesive, and revitalized community.

Process

I. Establishing the Assessment and Infrastructure

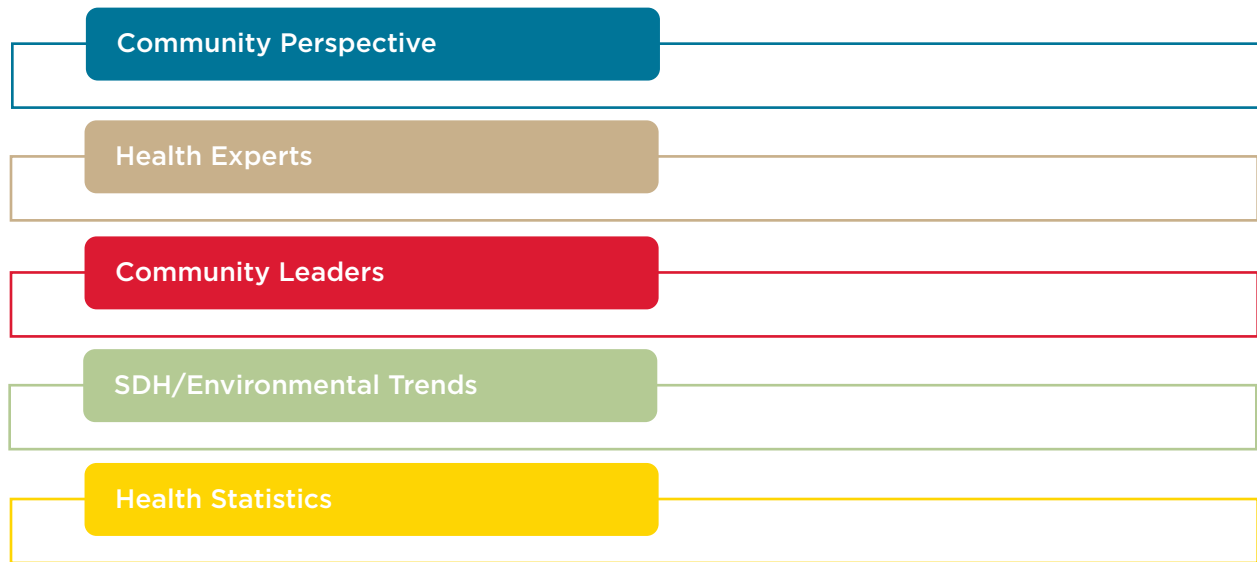
To complete a comprehensive assessment of the health needs of the community, the Association for Community Health Improvement's (ACHI) 9-step Community Health Assessment Process was utilized as an organizing methodology. The UMMC Community Health Improvement Team (CHI Team) served as the lead team to conduct the CHNA with input from community leaders, the academic community, the public, health experts, and the Baltimore City Health Department. The UMMC CHI Team adopted the following ACHI 9-step process (See Figure 1) to lead the assessment process and the additional 5-component assessment (See Figure 2) and engagement strategy to lead the data collection methodology.

Figure 1 - ACHI 9-Step Community Health Assessment Process



ACHI, 2021; [HTTP://WWW.HEALTHYCOMMUNITIES.ORG/ASSESSTOOLKIT](http://www.healthycommunities.org/assesstoolkit)

Figure 2 - 5 Step Assessment and Engagement Model



II. Defining the Purpose and Scope

Data was collected from the five major areas outlined above to complete a comprehensive assessment of the community’s health needs. Data is presented in Section III of this summary and includes primary and secondary sources of data. UMMC participates in a wide variety of local coalitions including, several sponsored by the Baltimore City Health Department, Cancer Coalition, Tobacco Coalition, Influenza Coalition as well as partnerships with many community-based organizations like the American Heart Association (AHA), American Cancer Society (ACS), Ulman Foundation, Hungry Harvest, American Diabetes Association (ADA), B’More Healthy Babies, Donate Life, and Safe Kids to name a few. This assessment report was approved by the UMMC CHI Team in May, UMMC Executive Leadership in May, and the Board of Directors on June 7, 2021.

Primary Community Benefit Service Area

Despite the larger regional patient mix of UMMC from the metropolitan area, state, and region, for purposes of community benefits programming and this report, the Community Benefit Service Area (CBSA) of UMMC is within Baltimore City (See population breakdown in Figure 3B).

The top seven zip codes within Baltimore City displayed in Figure 3A represent the top 60% of all Baltimore City admissions in FY2020. These seven targeted zip codes (21201, 21215, 21216, 21217, 21223, 21229, and 21230) are the primary community benefit service area (CBSA) and comprise the geographic scope of this assessment. See Figure 3B.

Figure 3A - Top Baltimore City FY'20 Admissions to UMMC by Zip Code

Community Health Needs Assessment Community Benefit Service Area

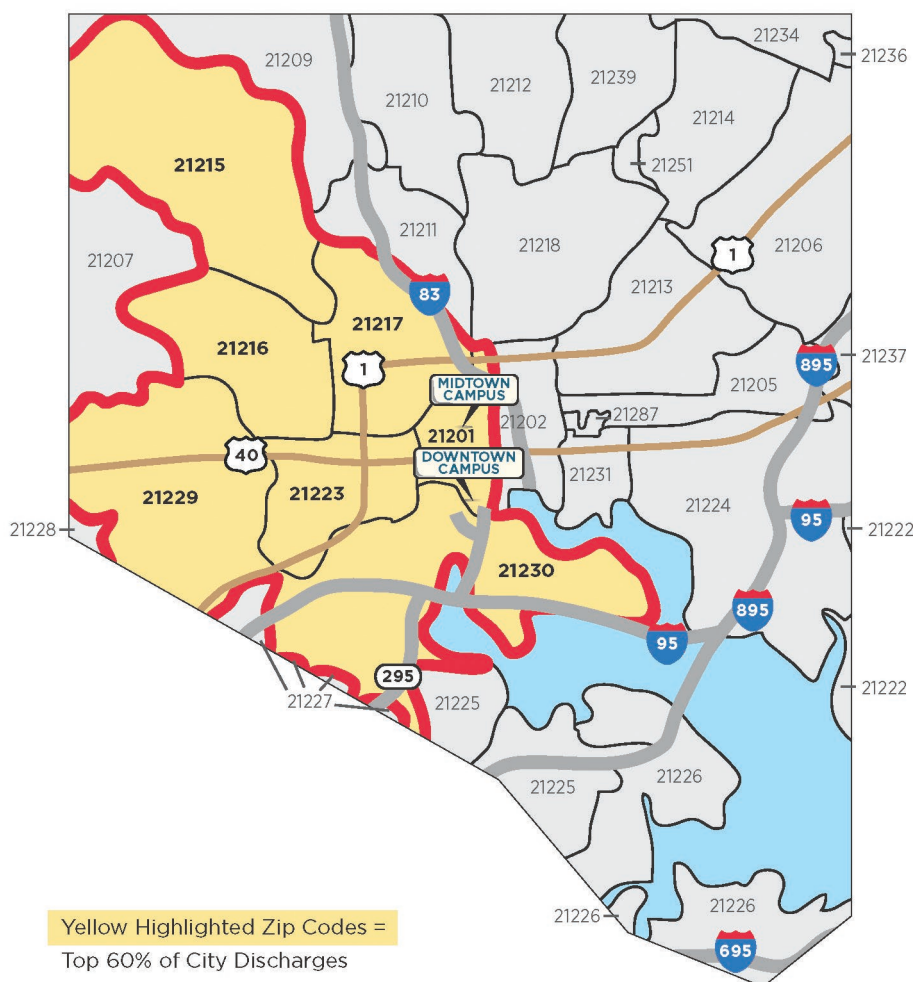


Figure 3B – U.S. Census Demographics: Baltimore City, MD

POPULATION	
Population estimates, July 1, 2019, (V2019)	593,490
Population estimates base, April 1, 2010, (V2019)	620,770
Population, percent change - April 1, 2010 (estimates base) to July 1, 2019, (V2019)	-4.4%
AGE AND SEX	
Persons under 5 years, percent	6.2%
Persons under 18 years, percent	20.2%
Persons 65 years and over, percent	14.5%
Female persons, percent	53.1%
RACE AND HISPANIC ORIGIN	
White alone, percent	31.8%
Black or African American alone, percent	62.7%
American Indian and Alaska Native alone, percent	0.5%
Asian alone, percent	2.7%
Native Hawaiian and Other Pacific Islander alone, percent	0.1%
Two or More Races, percent	2.2%
Hispanic or Latino, percent	5.7%
White alone, not Hispanic or Latino, percent	27.7%

[HTTPS://WWW.CENSUS.GOV/QUICKFACTS/FACT/TABLE/BALTIMORECITYMARYLANDCOUNTY/PST045219](https://www.census.gov/quickfacts/fact/table/baltimorecitymarylandcounty/pst045219)

III. Collecting and Analyzing Data

Using the above frameworks (Figures 1 and 2), data was collected from multiple sources, groups, and individuals and integrated into a comprehensive document which was utilized at a retreat on March 10, 2021 of the UMMC Community Health and Engagement Team. During that strategic planning retreat, priorities were identified using the collected data and an adapted version of the Association for Community Health Improvement (ACHI) priority setting criteria. The identified priorities were also validated by a panel of UM Clinical Advisors and UMB Campus experts.

UMMC used primary and secondary sources of data as well as quantitative and qualitative data and consulted with numerous individuals and organizations during the CHNA, including our UMMS Baltimore City-based hospitals, University of Maryland Rehabilitation and Orthopedic Institute, community leaders, community partners, the University of Maryland Baltimore (UMB) academic community, the general public, local health experts, and the Baltimore City Health Department.

After a successful joint venture in fiscal year 2018, all local Baltimore City Hospitals joined together again to collaborate on a joint community health needs assessment. UMMC

partnered with Johns Hopkins Hospital, Sinai Hospital (LifeBridge), Medstar Health, St. Agnes Hospital, and Mercy Medical Center. All of the above hospitals/health systems had been collaborating on several initiatives prior to the CHNA project and agreed that it would be beneficial to work on a more detailed level on a joint city-wide CHNA. This multi-hospital collaborative worked on the following data collection components together:

- Public survey of Baltimore City residents
- Community Member Town Hall
- Key stakeholder interviews
- Key community health focus groups
- Key community partner focus groups

After the data was collected and analyzed jointly, each individual hospital used the collected data for their respective community benefit service areas to identify their unique priorities for their communities.

The following describes the individual data collection strategies with the accompanying results.

A) COMMUNITY PERSPECTIVE

The community's perspective was obtained through one survey offered to the public using several methods throughout Baltimore City. A 10-item survey queried Baltimore City residents to identify their top health concerns and their top barriers in accessing health care. (See Appendix 1 for the actual survey instrument) Additionally, 4 items were added to the survey to understand the communities' needs concerning the COVID-19 pandemic.

Methods

14-item survey distributed in FY2021 using the following methods:

- Conducted from late September through November 2020
- All hospitals participated in data collection throughout the city
- Distributed in person and offered online
- Offered in English and Spanish
- Collected 3,826 surveys
- All Baltimore City zip codes represented

Results

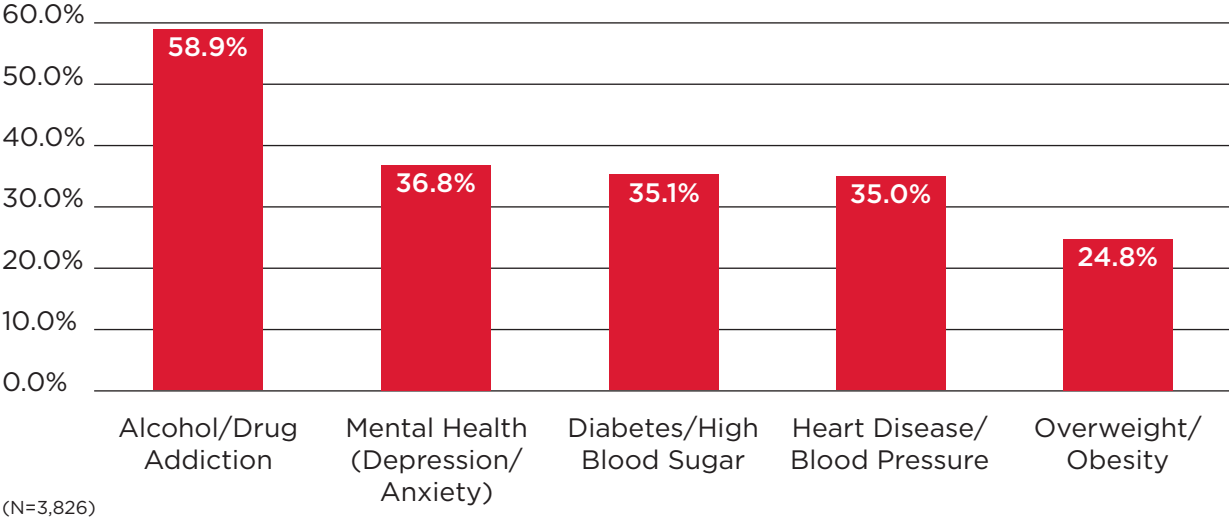
- Top 5 Health Concerns:** (See Figure 4)
 - Alcohol/Drug Addiction
 - Mental Health
 - Diabetes/High Blood Sugar
 - Heart Disease/High Blood Pressure
 - Overweight/Obesity

Analysis by CBSA targeted zip codes revealed the same top health concerns and top health barriers with little deviation from the overall Baltimore City data. The sample size was 3,826 for all of Baltimore City and 656 for residents from the identified UMMC CBSA.

Community's Top Health Concerns - Baltimore City

- Alcohol/Drug Addiction
- Mental Health (Depression/Anxiety)
- Diabetes/High Blood Sugar
- Heart Disease/High Blood Pressure
- Overweight/Obesity

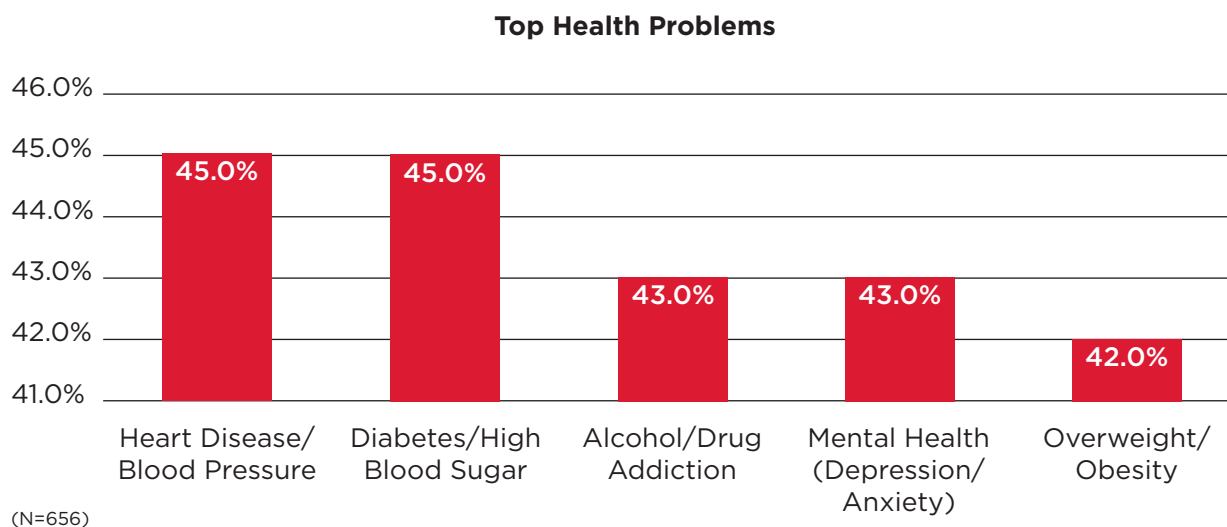
Figure 4 - Top Health Problems - Baltimore City



Top Health Concerns - Community Benefits Service Area

- Heart Disease/High Blood Pressure
- Diabetes/High Blood Sugar
- Alcohol/Drug Addiction
- Mental Health (Depression/Anxiety)
- Overweight/Obesity

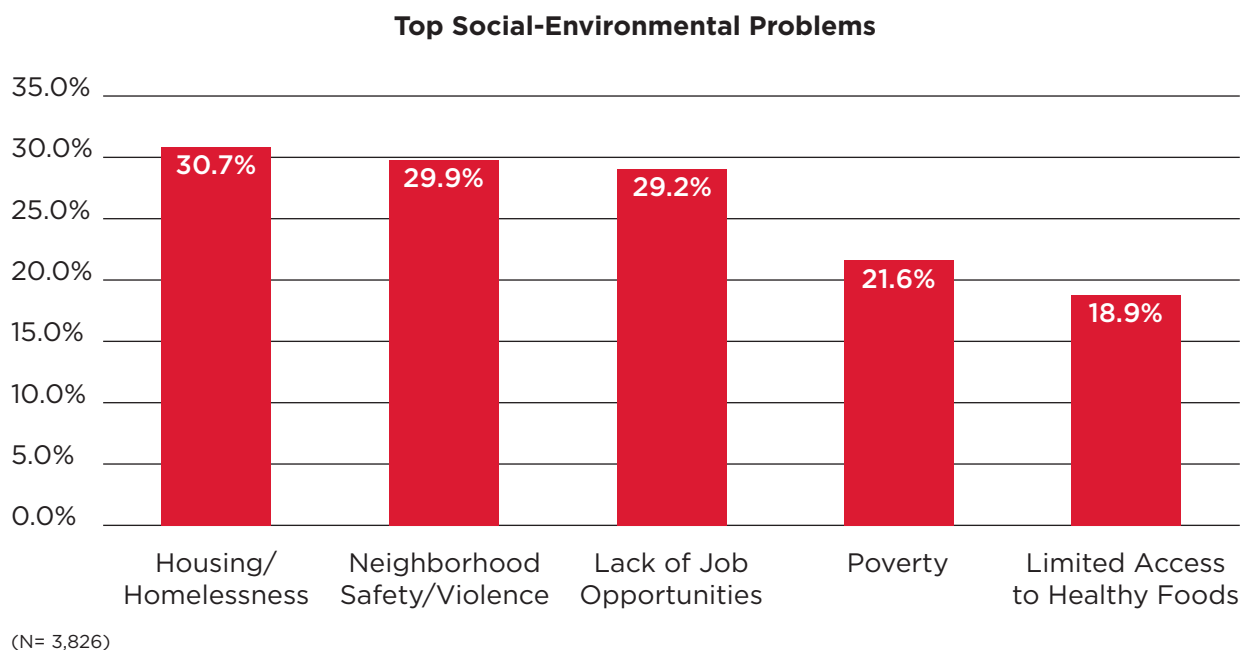
Figure 5 - Top Health Problems - Community Benefits Service Area



Community's Top Social/Environmental Issues - Baltimore City

- Housing/Homelessness
- Neighborhood Safety/Violence
- Lack of Job Opportunities
- Poverty
- Limited Access to Healthy Foods

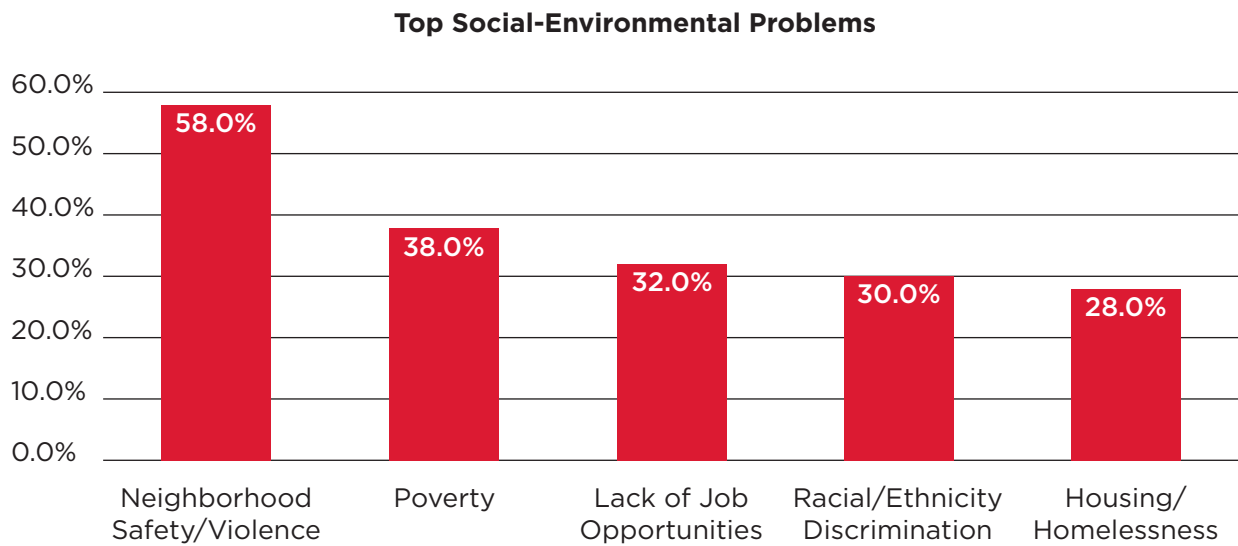
Figure 6 - Top Social-Environmental Problems - Baltimore City



Top Social/Environmental Issues - Community Benefits Service Area

- Neighborhood Safety/Violence
- Poverty
- Lack of Job Opportunities
- Racial/Ethnicity Discrimination
- Housing/Homelessness

Figure 7 - Top Socio-Environmental Problems - Community Benefits Service Area

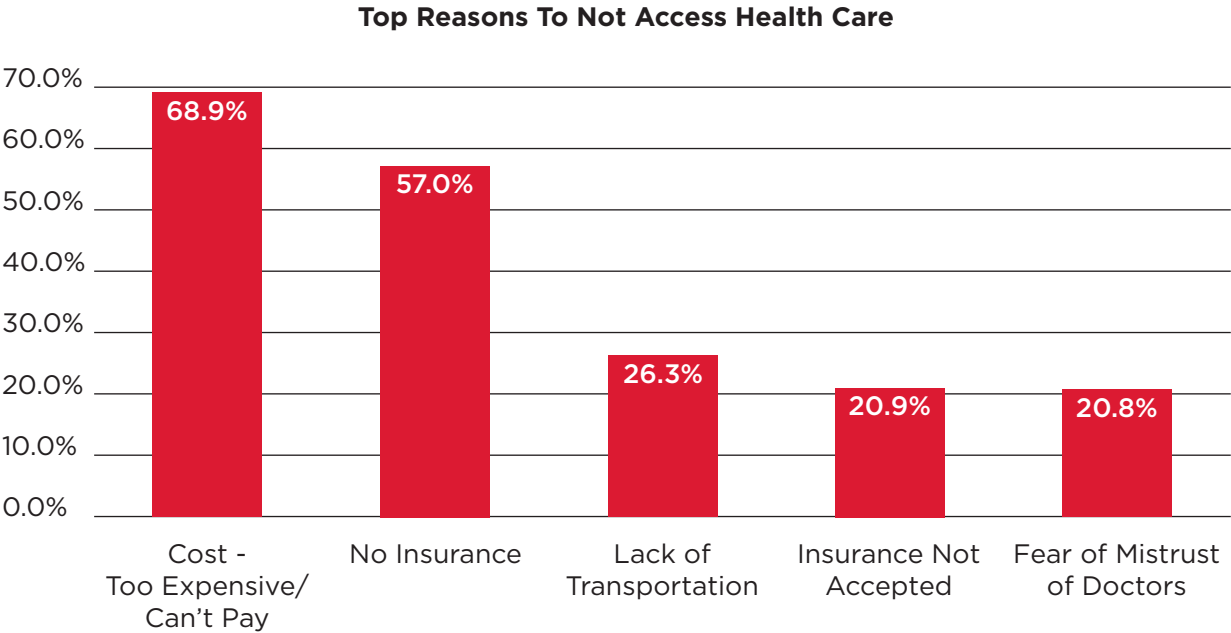


(N = 656)

Community's Top Barriers to Health Care - Baltimore City

- Cost - Too Expensive/Can't Pay
- No Insurance
- Lack of Transportation
- Insurance Not Accepted
- Fear or Mistrust of Doctors

Figure 8 - Top Reasons For Not Accessing Health Care Services - Baltimore City

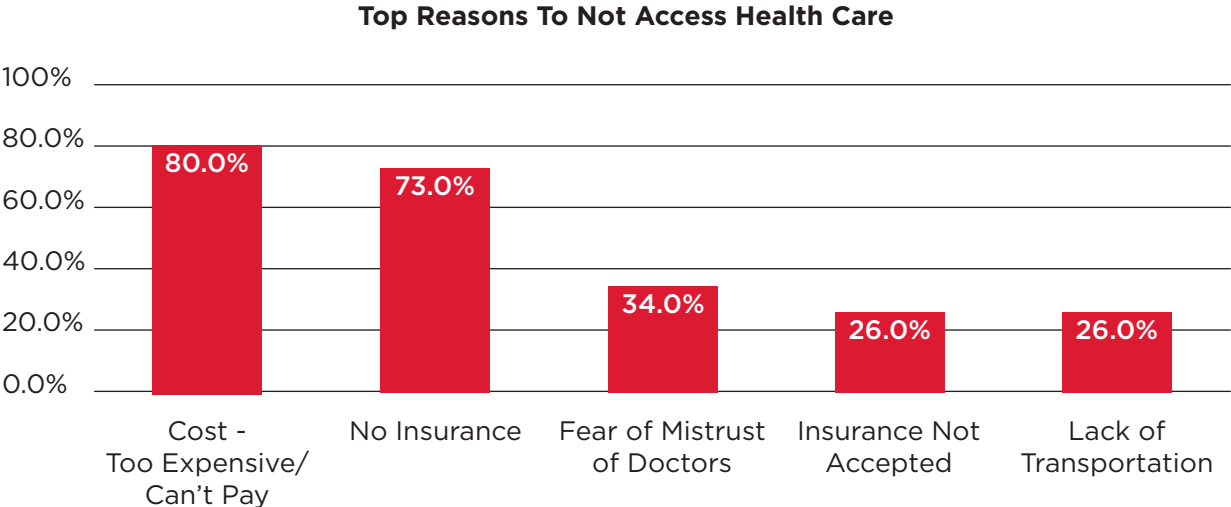


(N = 3,826)

Top Barriers to Health Care - Community Benefits Service Area

- Cost - Too Expensive/Can't Pay
- No Insurance
- Fear or Mistrust of Doctors
- Insurance Not Accepted
- Lack of Transportation

Figure 9 - Top Barriers to Health Care - Community Benefits Service Area



(N = 656)

B) HEALTH EXPERTS

Methods

- Reviewed National and State Community Health Priorities and Implementation guidance from the following:
 - National Prevention Strategy Priorities
 - Statewide Integrated Health Improvement Strategy Goals
 - U.S. Healthy Baltimore 2020 Plan (Department of Disease Prevention and Health Promotion)
- Conducted campus-wide stakeholder retreat in March 2021, including University of Maryland Schools of Medicine, Nursing, Social Work and UMB Community Affairs office

Results

After review of the National and State Public Health Priorities, we found the following to inform our CHNA:

- National Prevention Strategy**
 - Tobacco Free Living
 - Preventing Drug Abuse and Excessive Alcohol Use
 - Healthy Eating
 - Active Living
 - Injury and Violence Free Living
 - Reproductive and Sexual Health
 - Mental and Emotional Well Being
- Statewide Integrated Health Improvement Strategy**
 - Care Transformation Across the System: Improve care coordination for patients with chronic conditions
 - Diabetes: Reduce the mean Body Mass Index (BMI) for adult Maryland residents
 - Opioid Use Disorder: Improve overdose mortality
 - Maternal Child Health: Reduce severe maternal morbidity rate
 - Decrease asthma-related emergency department visit rates, ages 2-17
- Healthy Baltimore 2020**
 - Strategic Priority 1: Behavioral Health
 - Strategic Priority 2: Violence Prevention
 - Strategic Priority 3: Chronic Disease Prevention
 - Strategic Priority 4: Life Course Approach and Core Services
- Health Expert UMB Campus Panel Focus Group Top Action Items included:**
 - Expand practitioner participation in community outreach within the community where the community feels safe (i.e. churches, community recreation centers, schools)
 - Hire/Utilize more Black/Brown providers that speak various languages
 - Allow for community input on services provided and allocation of funds

- Provide workforce opportunities and upward mobility for community members
- Participate in community association meetings and activities and listen
- Offer immunization clinics

Figure 10 – Comparison of Federal, State, and Local Health Priorities

National Prevention Strategy: 2020 Priority Areas	Statewide Integrated Health Improvement Strategy	Healthy Baltimore 2020
Tobacco Free Living		
Preventing Drug Abuse and Excessive Alcohol Use	Opioid Use Disorder	
Healthy Eating	Diabetes; Chronic Conditions: Coordinated Care	Chronic Disease Prevention
Active Living		Life Course Approach and Core Services
Injury and Violence Free Living		Violence Prevention
Reproductive and Sexual Health	Maternal and Child Health	Behavioral Health

[HTTPS://PREVENTION.NIH.GOV/EDUCATION-TRAINING/METHODS-MIND-GAP/NATIONAL-PREVENTION-STRATEGY-PRIORITIZING-PREVENTION-IMPROVE-NATIONS-HEALTH](https://prevention.nih.gov/education-training/methods-mind-gap/national-prevention-strategy-prioritizing-prevention-improve-nations-health)

[HTTPS://HSCRC.MARYLAND.GOV/DOCUMENTS/MODERNIZATION/SIHIS%20PROPOSAL%20-%20CMMI%20SUBMISSION%2012142020.PDF](https://hscrc.maryland.gov/documents/modernization/sihis%20proposal%20-%20cmmi%20submission%2012142020.pdf)

[HTTPS://HEALTH.BALTIMORECITY.GOV/SITES/DEFAULT/FILES/HB2020%20-%20APRIL%202017.PDF](https://health.baltimorecity.gov/sites/default/files/hb2020%20-%20april%202017.pdf)

C) COMMUNITY LEADERS

Methods

- Hosted one town hall in collaboration with the other Baltimore City hospitals for community members to share their perspectives on health needs (October 2020)
- Hosted three focus groups in collaboration with the other Baltimore City hospitals for community-based organization partners to share their perspectives on health needs (October 2020)

Results

- Consensus reached that social determinants of health (and “upstream factors”) are key elements that determine health outcomes
- Top needs and barriers were identified as well as potential suggestions for improvement and collaboration

Top Needs

- Substance Abuse/Use, particularly fentanyl
- Violence/Gun Violence
- Mental Health/Behavioral Health
- Chronic Disease (CVD, Diabetes, Hypertension, Stroke)
- Food Instability
- Maternal and Child Health

Top Barriers

- Lack of neighbor to neighbor positive interaction and community involvement
- Aging Infrastructure and lack of resources
- Violence/Abuse
- Transportation
- Lack of positive Social/Recreational activities
- Unemployment
- Inadequate Housing
- Neighborhood Blight/Lack of Investment/Technology

Suggestions for Improvement

- Neighborhood Blight/Lack of Investment/Technology
- Enhance technological resources
- Bring outreach to the neighborhood/More visibility/Consistency
- Stronger relationships between community stakeholders
- Provide better avenues to workforce and upward mobility
- Input from the community
- Develop better collaborative relationships between organizations throughout Baltimore City

D) SOCIAL DETERMINANTS OF HEALTH (SDH)

Defined by the World Health Organization as: "...the conditions in which people are born, grow, live, work and age..."

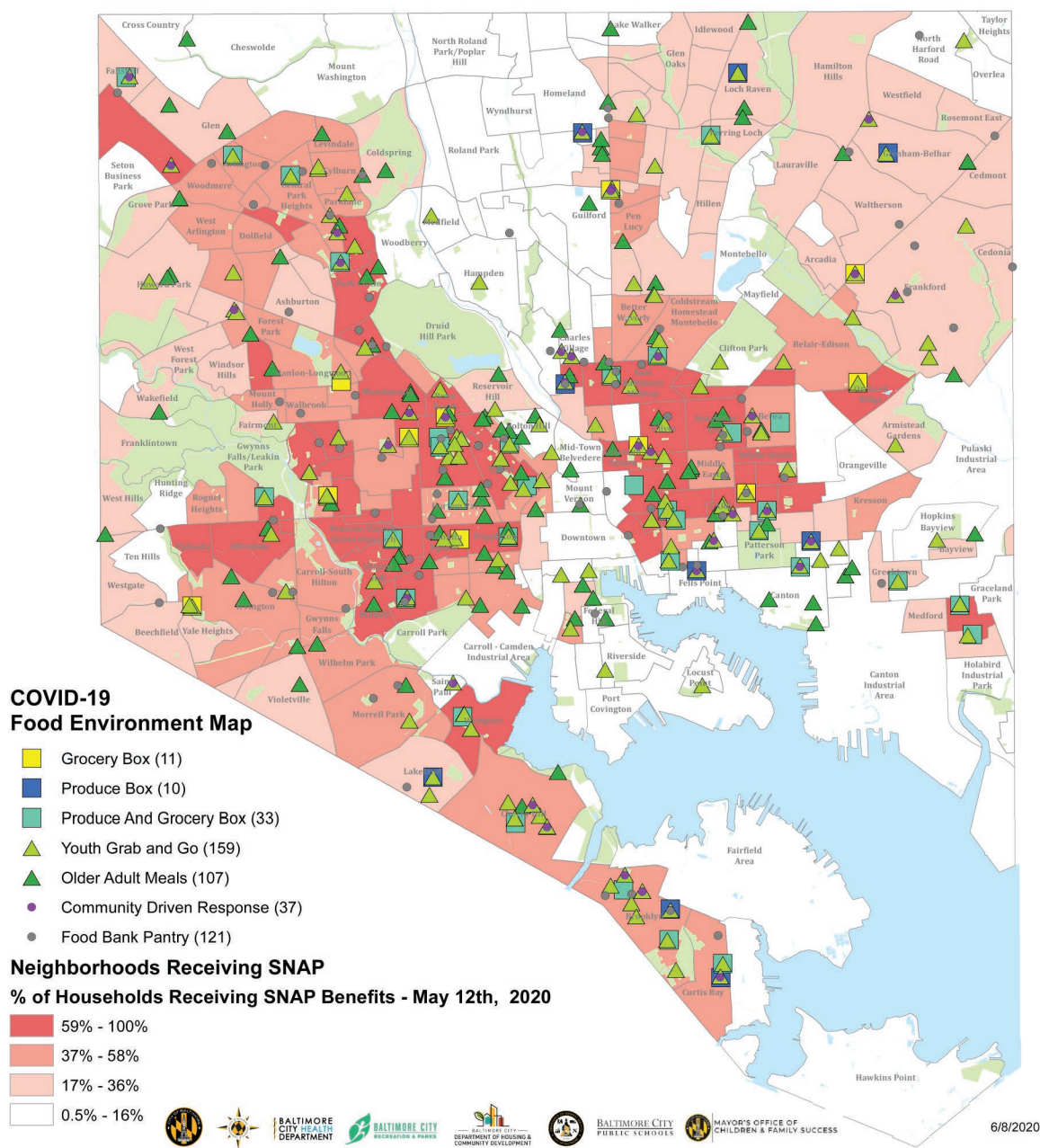
Methods

- Reviewed data from the 2021 County Health Rankings for Maryland
- Reviewed data from Behavior Health Systems Baltimore
- Reviewed data from identified 2021 U.S. Bureau of Labor and Statistics' Baltimore Economic Summary
- Reviewed Baltimore City Food Environment Map

Results

- ❑ **Baltimore City Summary** (See Appendix 2)
- ❑ **Top SDHs:**
 - ❑ High Poverty Rate: (24.2%) compared to (9.9%) for State of Maryland
 - ❑ High Unemployment Rate (7.9%)
 - ❑ Violence: 1,780/100,000 people compared to 472/100,000 people in Maryland (2.77 times higher)
 - ❑ Low Healthy Food Environment (See Figure 11 below)
 - ❑ Housing Instability

Figure 11 - Baltimore City Food Environment Map



[HTTPS://PLANNING.BALTIMORECITY.GOV/SITES/DEFAULT/FILES/COUNCIL%20COVID%20MAP%20BRIEFS%20FINAL_COMPRESSED.PDF](https://planning.baltimorecity.gov/sites/default/files/council%20COVID%20MAP%20BRIEFS%20FINAL_COMPRESSED.PDF)

E) HEALTH STATISTICS/INDICATORS

Methods

Reviewed the following data to inform our CHNA:

- City and State trends and data sources:
 - Baltimore City Health Department State of Health in Baltimore
 - MD HSCRC Statewide Integrated Health Improvement Strategy Proposal
 - Maryland Department of Health Vital Statistics
- National trends and data sources:
 - Healthy People 2030
 - County Health Rankings
 - Centers for Disease Control Reports/Updates

Results

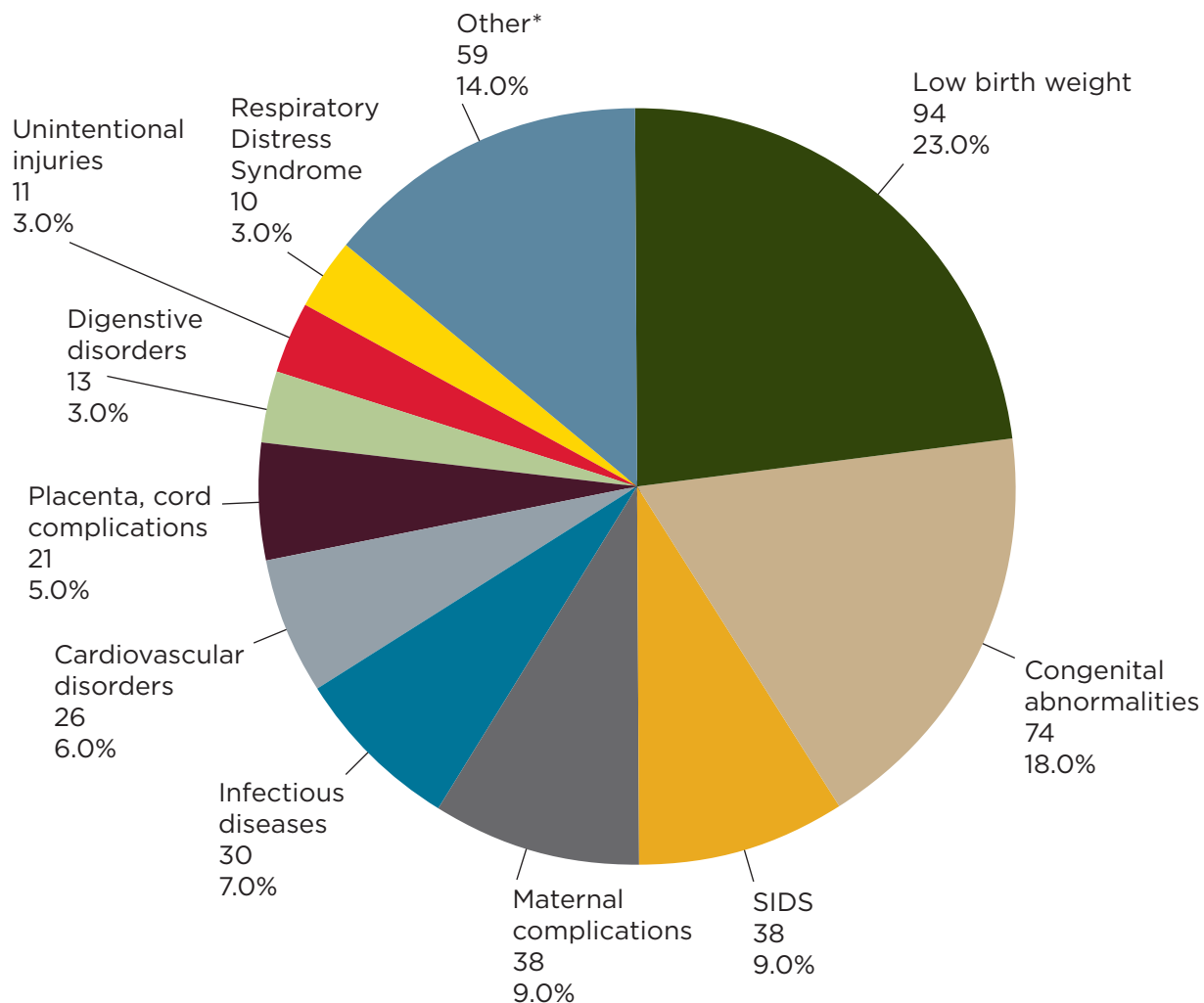
- Baltimore City Health Outcomes Summary** (See Appendix 2)
- Baltimore City Health Rankings** (See Figure 13)
- Top 3 Causes of Death in Baltimore City in rank order:**
 - Heart Disease
 - Cancer
 - Stroke
- Maternal Morbidity Rate** (See Figure 11 below)
- Cause of Pediatric Deaths**
 - High Rate of Infant Mortality (See Figure 12)

Figure 12 - Severe Maternal Morbidity Rates/10,000 Delivery Hospitalizations, Disaggregated by Race and Ethnicity

Population	Baseline (2018)	2023	2026	Absolute Change	Relative Percentage Change
Total	242.5	219.3	197.1	45.4	19.0%
White NH	183.6	169.8	156.1	27.5	15.0%
Black NH	328.5	295.7	262.8	65.7	20.0%
Asian NH	241.9	217.7	193.5	48.4	20.0%
Hispanic	236.9	213.2	189.5	47.4	20.0%
Other	227.3	204.6	181.8	45.5	20.0%

[HTTPS://HSCRC.MARYLAND.GOV/DOCUMENTS/MODERNIZATION/SIHIS%20PROPOSAL%20-%20CMMI%20SUBMISSION%2012142020.PDF](https://hscrc.maryland.gov/documents/modernization/sihis%20proposal%20-%20cmmi%20submission%2012142020.pdf)

Figure 13 - Leading Cause of Infant Death, Maryland 2019



*INCLUDES CAUSES OF DEATH WITH <10 EVENTS

According to the Maryland Department of Health’s Vital Statistics, low birth weight was the leading cause of death among non-Hispanic black infants (28.0%) in 2019. Congenital abnormalities were the leading cause of death among Hispanic (26.0%) infants and among non-Hispanic white (22.0%) infants. Cause-specific mortality rates continue to be higher for non-Hispanic black infants than non-Hispanic White infants for all leading causes of death. Compared with non-Hispanic white infants, non-Hispanic black infants were nearly four times more likely to die in 2019 as a result of LBW, 30% more likely to die from congenital abnormalities, twice as likely to die from SIDS, and four times more likely to die from maternal complications of pregnancy.

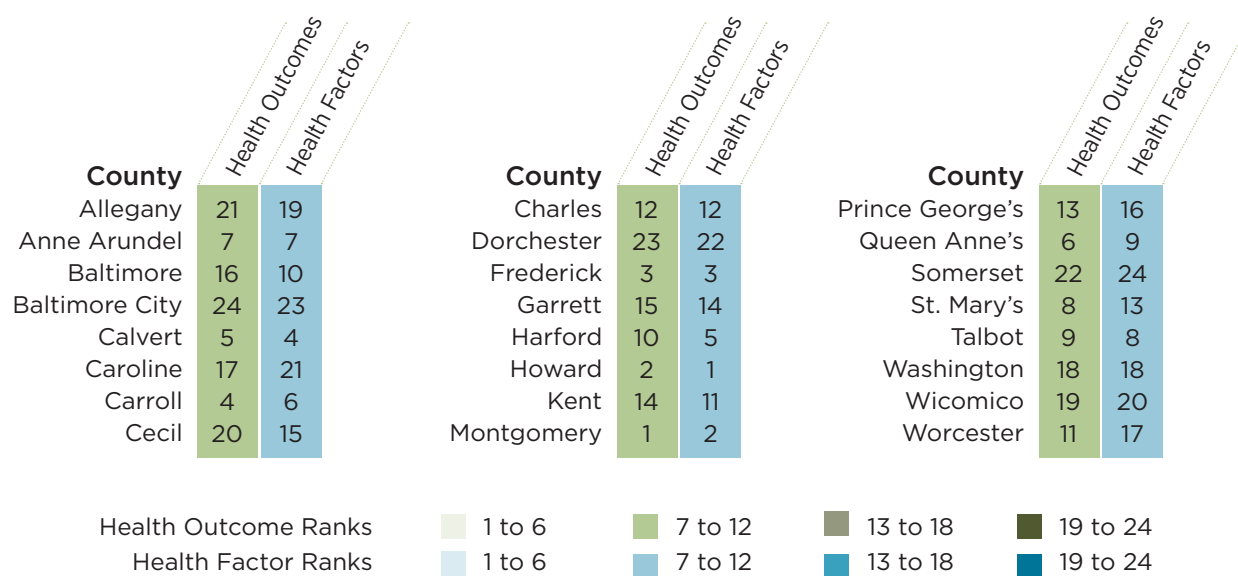
Health Outcomes

The overall rankings in health outcomes represent how healthy counties are within the state. The healthiest county in the state is ranked #1. The ranks are based on two types of measures: how long people live and how healthy people feel while alive. A scale method is use to determine the healthiest counties vs the unhealthiest counties from 1 (healthiest)-24 (unhealthiest).

Health Factors

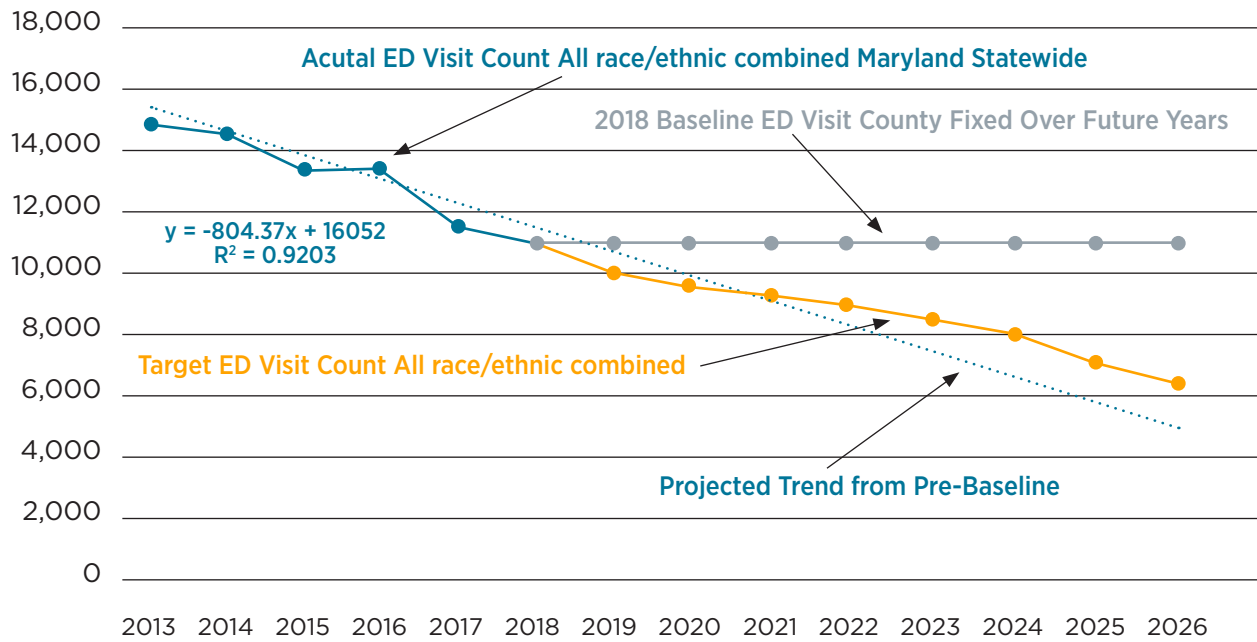
The overall rankings in health factors represent what influences the health of a county. They are an estimate of the future health of counties as compared to other counties within a state. The ranks are based on four types of measures: health behaviors, clinical care, social and economic, and physical environment factors. A scale method is use to determine the healthiest counties vs the unhealthiest counties from 1 (healthiest)-24 (unhealthiest).

Figure 14 - 2021 County Health Rankings for 24 Ranked Counties in Maryland



2021 COUNTY HEALTH RANKINGS FOR MARYLAND:
[HTTPS://WWW.COUNTYHEALTHRANKINGS.ORG/SITES/DEFAULT/FILES/MEDIA/DOCUMENT/CHR2021_MD.PDF](https://www.countyhealthrankings.org/sites/default/files/media/document/chr2021_md.pdf)

Figure 15 - Asthma ED Visit Projections for ages 2-17 years old



[HTTPS://HSCRC.MARYLAND.GOV/DOCUMENTS/MODERNIZATION/SIHIS%20PROPOSAL%20-%20CMMI%20SUBMISSION%2012142020.PDF](https://hscrc.maryland.gov/documents/modernization/sihis%20proposal%20-%20cmmi%20submission%2012142020.pdf)

Figure 16 - Asthma-related ED Visit Rate for ages 2-17 years old

Population	Baseline (2018)	2023	2026	Absolute Change	Relative Percentage Change
Total	9.2	7.2	5.3	3.9	42.0%
White	4.1	3.5	3.0	1.1	26.0%
Black	19.1	14.36	9.6	9.6	50.0%
Asian	2.7	2.6	2.5	0.2	9.0%
Hispanic	5.4	4.7	4.0	1.4	25.0%
Other	10.6	7.3	5.5	5.1	48.0%

[HTTPS://HSCRC.MARYLAND.GOV/DOCUMENTS/MODERNIZATION/SIHIS%20PROPOSAL%20-%20CMMI%20SUBMISSION%2012142020.PDF](https://hscrc.maryland.gov/documents/modernization/sihis%20proposal%20-%20cmmi%20submission%2012142020.pdf)

IV. Selecting Priorities

Analysis of all quantitative and qualitative data described in the above section identified these top five areas of need within Baltimore City. These top priorities represent the intersection of documented unmet community health needs and the organization's key strengths and mission. These priorities were identified by the Community Health and Engagement Team and validated with the health experts from the UMB Campus Panel:

Adult Health Priorities

1. Substance Use Disorder
2. Mental Health
3. Chronic Disease Management (CVD, Diabetes, HIV)

Social Determinants of Health Priorities

1. Employment and Career Opportunities
2. Neighborhood Safety and Violence Prevention
3. Affordable Housing and /Homelessness

In addition to identifying adult health needs and priorities, UMMC identify the unmet needs for the children within our community benefits service area. These priorities were also identified by the UMMC Community Health and Engagement Team and the Experts from the UM Children's Hospital:

Children Health Priorities

1. Mental Health (ACEs)
2. Obesity/Nutrition
3. Asthma
4. Maternal and Child Health

V. Documenting and Communicating Results

The UMMC 2022–2024 Community Health Needs Assessment process fully embraced community listening, involvement and collaboration with a broad group of community leaders, the academic community, the general public, and health experts. This report will be posted on the UMMC website under the Community Health and Engagement webpage at <https://www.umms.org/ummc/community-health>.

Highlights of this report will also be documented in the Community Benefits Annual Report for FY2021. Reports and data will also be shared with our community partners and community leaders as we work together to make a positive difference in our community by empowering and building healthy communities.

VI. Planning for Action and Monitoring Progress

A) PRIORITIES AND IMPLEMENTATION PLANNING

UMMC has aligned its identified community health priorities with the National and State Health Priorities. The following matrix shows the alignment of the identified priorities with each of the National and State priorities. UMMC will also track the progress with long-term outcome objectives measured through the National Prevention Strategy Priority Areas. Short-term programmatic objectives, including reach and outcome measures will be measured annually by UMMC for each priority area through the related programming. Adjustments will be made to annual plans as other issues emerge or through our annual program evaluation.

In addition to the identified strategic priorities from the CHNA, UMMC employs the following prioritization framework to address an urgent or emergent need in the community, (i.e., disaster response or infectious disease issue). The CHNA prioritized needs for the Sustained and Strategic Response Categories and the Rapid and Urgent Response Categories' needs will be determined on an as-needed basis.

UMMC will provide leadership and support in partnership with the communities we serve at a variety of response levels. Rapid and Urgent response levels will receive priority over sustained and strategic initiatives as warranted.

- **Rapid Response** - Emergency response to local, national, and international disasters, i.e., civil unrest and weather disasters (earthquake, blizzard, and terrorist attack)
- **Urgent Response** - Urgent response to episodic community needs, i.e., COVID-19 and Flu response
- **Sustained Response** - Ongoing response to long-term community needs, i.e., obesity, tobacco prevention education, health screenings, and workforce development
- **Strategic Response** - Long-term strategic leadership at legislative and corporate levels to leverage relationships to promote health-related policy or reform and build key networks

Future Community Health Needs Assessments will be conducted every three years and strategic priorities will be re-evaluated then. Programmatic evaluations will occur annually, and adjustments to programs will be as needed. All community benefits reporting will occur annually to meet state and federal reporting requirements.

B) UNMET COMMUNITY NEEDS

Several additional topic areas were identified by the Community Health and Engagement Team during the CHNA process including: Cancer, Homelessness and Transportation. While the UMMC will focus the majority of its efforts on the identified strategic priorities, we will review the complete set of needs identified in the CHNA for future collaboration and work. These areas, while still important to the health of the community, will be met through either existing clinical services and through collaboration with other health care organizations as needed. The unmet needs not addressed by this CHNA will also continue to be addressed by key Baltimore City governmental agencies and existing community-based organizations.

The UMMC identified core priorities target the intersection of the identified community needs and the organization’s key strengths and mission. The following table summarizes the programs either currently in use or to be developed to address the identified health priorities.

VII. Implementation Plans FY2022-2024

UMMC Strategic Programs FY2022-2024

SHCRC Strategic Integrated Health Improvement Domain Goals	National Prevention Strategy: Priority Areas	UMMC Priorities	UMMC Strategic Community Programs
Maternal/Child Health	Reproductive and Sexual Health	Maternal and Child Health Asthma Obesity/Nutrition	B’More Health Babies Breathmobile Kids to Farmer’s Market, Safe Kids (Helmets, Fire Safety, Car Seats)
Opioid Use Disorder	Mental and Emotional Well-Being Injury and Violence Free Living Preventing Drug Abuse and Excessive Alcohol Use Tobacco Free Living	Mental Health Trauma/Violence Prevention Substance Use Disorder	Mental Health Conference, MH Screenings, MHFA Violence Prevention Program, Bridge Program, PHAT, My Future, My Career Drug Facts campaign, Provider education on prescribing practices, SBIRT, Naloxone, TND
Chronic Conditions: Coordinated Care Diabetes	Healthy Eating	Cardiovascular Disease Obesity Diabetes COVID-19 Vaccine	Farmer’s Market, Maryland Healthy Men Program, Mobile Market, BMI screenings, BP Screenings, DPP Program, A1C screenings, Nutrition education, Living Well workshops (HTN, Chronic Disease, Diabetes, and HIV)
	Active Living	Employment/ Career Advancement	UM Career Academy Project Search, BACH Fellows, Youthworks, NAHSE, Healthcare Career Alliance, Urban Alliance

FY2022-FY2024 Community Health Improvement Implementation Plan – Mental Health

PRIORITY AREA: Mental Health – FY2022-FY2024

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Reduce the suicide rate and reduce the emergency department visits related to mental health (Healthy People 2030: “for intentional self-harm injuries”)
2. Increase the proportion of persons with co-occurring substance use disorders and mental health disorders who receive treatment for both disorders
3. Increase the proportion of adults with serious mental illness (SMI) who receive treatment

Annual Objective	Strategy	Target Population	Actions Description
Reduce the suicide rate Reduce the ED visit rate r/t mental health Increase awareness in the community of mental health Increase the number of individuals referred to appropriate mental health resources	Provide education and information and training to primary and specialty UMMC clinics about Trauma-informed care Integrating Trauma Informed Principals to Target Clinics within UMMC/S Educating community members on how to access the Mental Health System for resources and care. (SAMHSA Grant for funding if possible) Collaborating with City Police and Greater Baltimore Region Integrated Crisis System to create policies and better practices around trauma informed responses	Health care providers and staff West Baltimore Community West Baltimore Community	Using SAMHSAs principles and guidance for trauma-informed approaches, provide training to clinics and provide implementation consultation as needed Provide education and information about mental health with information on resources Provide free mental health screenings using the PHQ2 (then PHQ9 if +) tool in the community. Provide education and information about mental health with information on resources.

FY2022-2024 Community Health Improvement Implementation Plan – Substance Abuse

PRIORITY AREA: Substance Abuse

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Increase the proportion of persons who need alcohol and/or illicit drug treatment who received specialty treatment for a substance use problem in the past year
2. Reduce the proportion of persons with alcohol use disorder in the past year

Annual Objective	Strategy	Target Population	Actions Description
<p>Reduce the Drug-induced death rate</p> <p>Increase early intervention, treatment, and management of substance use disorders</p>	<p>Provide education and information to community members on identifying substance abuse issues in the community</p> <p>Provide education to licensed providers on scope of opioid crisis and appropriate prescribing practices</p> <p>Provide education to school aged students about drug use and healthier coping mechanisms</p>	<p>Faith Leaders, Health Ministry Leaders, Community members in West Baltimore, Partner Schools, Parent groups</p> <p>Licensed, prescribing health care providers</p> <p>High school students (14-19 yrs.)</p>	<p>Develop and utilize Drug Facts campaign to educate and inform West Baltimore City residents about identification of substance abuse behavior and community resources</p> <p>Provide free provider education on scope of opioid crisis and relevant prescribing practices utilizing Centers for Disease Control and/or American Hospital Association best practices standards</p> <p>Work with commercial insurers to reduce Co-pay for Narcan</p> <p>Link SBIRT program to increase referrals</p> <p>Provide an evidence-based, interactive classroom-style, substance use prevention program that focuses on three factors that predict tobacco, alcohol, and other drug use, violence-related behaviors, and other problem behaviors among youth (14-19 yrs.)</p>

FY2022-2024 Community Health Improvement Implementation Plan - Maternal and Child Health

PRIORITY AREA: Maternal and Child Health

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Reduce the percentage of births that are low birth weight (LBW)
2. Increase the proportion of pregnant women starting prenatal care in the 1st trimester
3. Ease the transition for families and babies to coordinated pediatric care and increase referrals to the BITP for all newborns with NAS
4. Improve outcomes for pregnancies with substance abuse complications
5. Reduce the child motor vehicle crash related deaths buy increasing Baltimore City family access to affordable car seats

Annual Objective	Strategy	Target Population	Actions Description
Increase the number of families that participate in the Safe Kids low cost program to put more children in appropriate and safe car seats	Increase awareness and participation in program through partnerships with and referrals from Midtown Peds, WIC, Healthy Start, Head Start, and BCHD programs	Baltimore City families with infants and children through 8 yrs. of age	Safe Kids Baltimore strives to reduce unintentional MVC injuries and deaths through monthly car seat check-up events (pre-COVID), education, and providing the availability of low cost (\$40) car seats to families in need
Increase parent knowledge and awareness of fire safety, pedestrian safety, child passenger safety and safe sleep for infants, and wheel/helmet safety	Provide prevention education and information on the before mentioned unintentional childhood injury areas via Safe Kids Baltimore programs and events	Parents and children in Baltimore City	Safe Kids Baltimore strives to reduce unintentional childhood injuries and deaths in Baltimore City through free education and training on fire safety, pedestrian safety, child passenger safety, safe infant sleep, and wheel/bike safety
Increase the proportion of pregnant women starting prenatal care in the 1st trimester Increase the proportion and ease the transition for families and babies to coordinated pediatric care	Liaison for continuity of OB and Pediatric care for families and newborn babies Ensure each new mom is set up with a Pediatrician consult Moms-in-Training to after the child is born with incentives to attend pediatric appointments and having classes for parents on important pediatric topics, i.e., development, newborn care, feeding, immunizations, handling sick children	Women in West Baltimore Communities delivering at UMMC	Partner with Maryland-Moms-in-Training to engage community and offer free resources and education on breastfeeding

Improve outcomes for pregnancies with substance abuse complications	Address substance abuse during and after pregnancy	Women in West Baltimore Communities	Partner with UMMC in their various outreach efforts to provide free education and resources around substance abuse during pregnancy Conduct feasibility analysis of providing a follow-up program for infants experiencing NAS and their mothers. If feasible, implement program and distribute program information to community partners.
Reduce the percentage of births that are low birth weight (LBW)	Enroll pregnant women in the B'More Healthy Babies Program	Women in West Baltimore Communities	Continue support of the B'More Healthy Babies Initiatives

FY2022-2024 Community Health Improvement Implementation Plan - Chronic Disease Prevention

PRIORITY AREA: Chronic Disease - Cardiovascular Disease/Obesity

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Reduce household food insecurity and in doing so reduce hunger
2. Reduce the proportion of adolescents (ages 12-19) with obesity
3. Age adjusted mortality rate from heart disease
4. Reduce emergency department visit rate due to hypertension
5. Increase the proportion of adults age 19 years or older who get recommended vaccines
6. Increase the proportion of people with vaccine records in an information system

Annual Objective	Strategy	Target Population	Actions Description
<p>Increase the proportion of adults who are at a healthy weight</p> <p>Reduce the proportion of youth who are obese</p> <p>Reduce emergency department visit rate due to hypertension</p>	<p>Provide education and information on the importance of heart healthy lifestyle through engaging, evidence-based programs:</p> <p>Know Your Numbers, Hypertension Screening and Outreach Program, Living Well with Hypertension, Living Well with Chronic Disease, Maryland Healthy Men, BP Hubs</p>	<p>Adults and youth in Priority Targeted zip codes</p>	<p>Engage targeted communities on healthy lifestyles through the sponsorship or provision of:</p> <ul style="list-style-type: none"> - Community-wide education - Store Tours - Cooking Classes/Demos/Tastings - Community Screenings and Referrals (Blood pressure, BMI/Weights, and Cholesterol) - Exercise Demonstrations <p>Provide Living Well with Hypertension class monthly to community members</p>

			<p>Provide <i>Living Well w/ Chronic Disease</i> workshop twice/annually</p> <p>Develop resource guide (pdf) to be used on website and for community events</p> <p>Provide info on healthy weight resources at every major outreach event:</p> <ul style="list-style-type: none"> - Fall Back to Good Health - B'More Healthy Expo - Lexington Market Monthly Health Fair - Mobile Market <p>Deploy Blood Pressure Hubs in the community in barber/beauty shops and churches</p> <p>Continue the Maryland Healthy Men hypertension program with 50 men/yr</p>
<p>Increase the variety of fruits and vegetables to the diets of the population aged 2 yrs. and older</p> <p>Increase healthy food access</p>	<p>Through engaging, evidence-based programs:</p> <p>1) Improve access to variety of fruits and vegetables: Farmer's Market, UMMC Mobile Market</p> <p>2) Promote awareness of healthy ways to prepare fruits and vegetables: Kids to Farmer's Market, Fruits and Vegetables Prescription Program (pilot), Mobile Market, New Food insecurity initiatives (TBD)</p> <p>COVID-19 Food distribution</p>	Adults and children	<p>Sponsor UMMC Farmer's Market:</p> <ul style="list-style-type: none"> - Maintain WIC and SNAP voucher acceptance by vendors - Pilot prescription program promoting consumption of fruits and vegetables purchased at Farmer's Market - Explore additional Farmer's market and food access options for West Baltimore - Provide educational opportunity for local school children to attend Farmer's Market as a field trip - Provide support for local legislation supporting healthy food options and access to fresh fruits and vegetables <p>Mobile Market:</p> <ul style="list-style-type: none"> - Provide access to healthy produce in West Baltimore food deserts by using Mobile Van and Hungry Harvest in West Baltimore sites weekly - Provide educational materials to encourage use and purchasing of fresh produce <p>COVID -19 Food Distribution:</p> <ul style="list-style-type: none"> - Provide meals to family in need by emergency response

<p>Provide expanded COVID-19 immunization access for the public in recognized community locations as a key strategy to reduce COVID-19 related illnesses, hospitalizations, and deaths through the reduction of transmission of COVID-19</p> <p>Decrease vaccination disparity among minority populations by providing access in West Baltimore neighborhoods, by partnering with trusted community organizations</p> <p>Create equitable access for COVID-19 immunization in underserved locations throughout West Baltimore and for identified target populations</p>	<p>Provide COVID-19 vaccine, education, and information to reduce COVID-19 related illnesses, hospitalizations, and deaths through the reduction of transmission of COVID-19 in vulnerable populations across Baltimore City.</p> <p>UMMC Mobile Vaccine Equity Clinic</p>	<p>Seniors, Adults and age appropriate children</p>	<p>Vaccine Clinic:</p> <ul style="list-style-type: none"> - Create a simplified registration process for seniors and individuals with limited access/knowledge to internet access - Provide accessible vaccine clinics in high-populated neighborhoods.
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FY2022-2024 Community Health Improvement Implementation Plan - HIV/HCV Prevention

PRIORITY AREA: Chronic Disease - HIV/HCV Prevention

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Reduce the incidence of HIV infection

Goals of the National HIV and AIDS Strategy (NHAS) and National Viral Hepatitis Strategic Plan:

1. Reduce new HIV/HCV infections. HP2030: 3,835 persons
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
To reduce new HIV infections by increasing awareness of individuals' HIV status and their risk factors	Provision of free, POC rapid HIV testing at community sites Coordination between UMMC and UMB (JACQUES Initiative) to conduct community outreach activities in collaboration with IHV and the UMB Office of Community Engagement to provide HIV and complementary services in areas within the university's strategic area, particularly within Southwest Partnership	High-risk individuals as defined by CDC, particularly African-American, LGBTQ-identified youth living in Baltimore, sex-workers, women, Latinx, and IV drug users	Offer free HIV/ HCV education and screenings at various community sites, programs and events, including use of the UMMC Community Health Mobile Van within various West Baltimore targeted zip codes Provide pre and post HIV-test counseling-education, including information and referral to PrEP
Increasing access to care	Linkage to Care for newly identified HIV-positive and PPOOC individuals	High-risk individuals as defined by CDC, particularly African-American, LGBTQ-identified youth living in Baltimore, sex-workers, women, Latinx, and IV drug users	Provide coordination of all aspects of linkage to care (e.g. assessment, identification of barriers and strengths, insurance, and medical provider) to ensure that HIV-positive clients encountered in the community have immediate access to care, particularly through C2C (Connect to Care) at THRIVE Clinic

[HTTPS://WWW.CDC.GOV/HIV/PDF/DHAP/CDC-HIV-DHAP-EXTERNAL-STRATEGIC-PLAN.PDF](https://www.cdc.gov/hiv/pdf/dhap/cdc-hiv-dhap-external-strategic-plan.pdf)

FY2022-2024 Community Health Improvement Implementation Plan – Diabetes Prevention

PRIORITY AREA: Diabetes

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Increase the proportion of adults who are at a healthy weight
2. Reduce diabetes-related emergency department visits
3. Reduce household food insecurity and in doing so reduce hunger
4. Increase the proportion of persons with diagnosed diabetes who ever receive formal diabetes education

Annual Objective	Strategy	Target Population	Actions Description
Increase diabetes awareness and healthy lifestyles to prevent and manage diabetes	Engage the church in a variety of year around activities to improve health of church members living with diabetes and their families	Adults and youth in six church communities within the targeted zip code	Offer six educational workshops, then a 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
Increase the proportion of adults who are at a healthy weight Provide three cohorts of DPP/annually	CDC Diabetes Prevention Program (DPP)	Adults in Priority Targeted zip codes	Offer the CDC National Diabetes Prevention Program: for people at risk with diabetes 16-week program and a monthly post core follow-up
Increase the variety of fruits and vegetables to the diets of the population aged 2 yrs. and older Increase healthy food access	Improve access to variety of fruits and vegetables Promote awareness of healthy ways to prepare fruits and vegetables	Adults and children	BDS Healthy Aging Networks Monthly series on <i>Fruits and Veggies Matters</i> with basket of produce. Cooking demo. 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 and or vegetable and create a new recipe.
Decrease food insecurity in the diabetes population served at UMCDE	Therapeutic Food Pantry Access	Positive screening for food insecurity while living with diabetes	Providers and MAs will screen for food insecurity at office visit If positive for food insecurity, CHW will provide a bag of food The patient will be contacted monthly for a bag of groceries

FY2022-2024 Community Health Improvement Implementation Plan - Violence Prevention

PRIORITY AREA: Violence Prevention

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Reduce the domestic violence rate
2. Reduce homicides
3. Reduce firearm-related deaths
4. Maintain the low rate of recidivism for VIP participants due to violent injury.
(VIP FY17 Performance = < 1.3% > 2021 Target: < 1%)

Annual Objective	Strategy	Target Population	Actions Description
<p>Reduce the rate of recidivism due to violent injury and domestic violence</p>	<p>Deliver service and intervention via evidence-based, hospital-integrated programs:</p> <p>Violence Intervention Program and Bridge Program</p>	<p>Patients admitted to UM Shock Trauma Center due to violence > 15 yrs. Participants include victims of assault, intimate partner violence, gunshot wounds, and domestic violence related incidents.</p>	<p>VIP provides intense, post-discharge, trauma-informed case management services to improve health outcomes, increase pro-social and protective supports, and decrease risk for recidivism for violent injury</p> <ul style="list-style-type: none"> - Violence Prevention Specialists enroll patients of violent injury at the bedside in STC and in the EDs - Community Trauma Responder provides support and resources to secondary victims and communities exposed to trauma and violence - Participants are individual therapy and peer support - Participants receive services to help with employment, housing, mental health, substance abuse, physical health, and interpersonal skills <p>Bridge Program provides crisis intervention, safety stabilization, and targeted case management to help participants achieve goals of independence, safety, and self-sufficiency</p> <ul style="list-style-type: none"> - Advocates offer 24/7 response to anyone on campus affected by IPV

			<ul style="list-style-type: none"> - Interventions include safety planning, ongoing therapy, and case management - Participants benefit from Court accompaniment and legal advocacy - Participants receive services to help with employment, housing, mental health, substance abuse, safety planning, and interpersonal skills
Promote primary prevention activities for risky behaviors, unhealthy relationships, and the effects of trauma in youth and youth-serving populations	Deliver workshops, presentations, lectures, guest speaking, and group facilitation to youth and youth-impacting audiences impacted by risky behavior, violence, and trauma	Youth and youth-serving individuals on campus and in the adjacent communities	Curriculum: Youth Injury and Violence Prevention
Identify underlying causes of violence and effective interventions	Publish peer-reviewed research focused on violence prevention and intervention	Violence prevention, public health, and research community	Facilitate the operations of the Violence Intervention Research Group on campus, and support efforts to move research endeavors and projects forward

MARYLAND STATE HEALTH IMPROVEMENT PROCESS WEBSITE: [HTTP://SHIP.MD.NETWORKOF CARE.ORG/PH/SHIP-DETAIL.ASPX?ID=MD_SHIP12](http://SHIP.MD.NETWORKOF CARE.ORG/PH/SHIP-DETAIL.ASPX?ID=MD_SHIP12)

CALCULATED FROM 342 DEATHS IN 2017 (1F)

[HTTPS://WWW.HEALTHYPEOPLE.GOV/2020/DATA/MAP/4768?YEAR=2015](https://WWW.HEALTHYPEOPLE.GOV/2020/DATA/MAP/4768?YEAR=2015)

FY2022-2024 Community Health Improvement Implementation Plan - Local Hiring/Career Advancement

PRIORITY AREA: Local Hiring/Career Advancement

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Lay the foundation for a healthier and more vibrant community, expanding economic opportunity for residents experiencing the greatest barriers to employment
2. Prepare West Baltimore residents for high-demand jobs through training and skills development, and then provide specific entry points for those candidates
3. Connect hires, and other frontline workers, to clear pathways for career advancement within UMMC
4. Improve employee retention and job performance of entry-level workers

Annual Objective	Strategy	Target Population	Actions Description
Career Advancement	<p>UMMC managers and supervisors have indicated the need for training for incumbent employees who may be new to the workforce or recently re-entered society</p> <p>Microsoft Training is technology-focused skills enhancement to train employees and community members in Word, Excel, PowerPoint, Outlook and internet research to equip them with the computer skills required in today's workplace. Training will take place as part of the Southwest Partnership grant obtained in September 2020 and continue as an Academy initiative.</p> <p>As we engage with the community to improve community health and wellbeing, our goal is to help build an inclusive and sustainable West Baltimore. UMMC partners with community-based workforce organizations to</p>	<p>The goal is to retain employees (incumbent workers) hired (1st year) through UMMC community partners</p> <p>West Baltimore residents hired through our Workforce Training Partnership Programs</p> <p>Residents with the most significant barriers to employment including underserved community members, financially fragile community members, returning citizens, recipients of government assistance</p>	<p>Rising Star and Career Coaching focuses on enhancing entry-level employee engagement, improving job readiness skills, reducing turnover, and increasing productivity through training, mentoring, and coaching. New hires and incumbents are coached in career pathways, professionalism, employer expectations, and overall competencies. Employees are referred from their manager or HR Business Partner and will be case managed by Career Academy staff.</p> <p>Pathways to Success encompasses a comprehensive review of basic adult education (GED) and college prep (ACCUPLACER) classes. The goal is to prepare individuals for the workplace and higher education by removing promotional barriers. Employees who are hired through a community partner will be evaluated and referred to appropriate classes by the Career Academy staff.</p>

	<p>provide youth and adults with programs that lead to employment and career advancement. Workforce goals are to build a pipeline of qualified health care workers by leveraging strategic partnerships, removing barriers, and providing advancement opportunities through talent acquisition, career advancement, workforce development, and resource provision.</p>		
Talent Acquisition	<p>UMMC partners with over 30 community organizations that provide various resources to assist West Baltimore residents in obtaining employment. UMMC Human Resources and the Workforce Development offices conduct resource events, informational sessions, speed interviews, and feedback to community partners from referrals made to the hospital. The goal is to hire 250 West Baltimore employees through community partners.</p> <p>Satellite Center support will be provided for community partners to enhance workforce development in established centers within the eight target zip codes. Those centers include the UMMC Midtown Campus Outpatient Center (scheduled to open in 2021), the UMB Community Engagement Center and McCulloh Homes (expected to open in 2021).</p>	<ul style="list-style-type: none"> - Unemployed and underemployed West Baltimore Community Members - Returning Citizens and Ex-Offenders <ul style="list-style-type: none"> - Displaced and dislocated adults and career-switchers - Baltimore City Public High School Students/Partnership High School Students - Opportunity Youth from targeted zip codes - Local College and University students <ul style="list-style-type: none"> - Parents from Partnership Schools - UMMC employees seeking career advancement and upskilling opportunities 	<p>Knowledge Empowers Youth Success (K.E.Y.S.) CNA to BSN with partner high schools</p> <p>Edmondson Westside H.S. and Vivien T. Thomas Medical Arts Academy, students will participate in a bridge program to foster the recruitment and development of CNA students who are pursuing careers in Nursing. The Academy will work with the identified schools to recruit UMMC employees, upskill incumbent workers and expose employees to career growth opportunities in Nursing.</p> <p>Careers in Healthcare Pathways Training (Multi-Skilled Medical Tech, PCT, Pharm Tech, Surgical Tech, Medical Assistant) will increase the number of new hires pipelined from workforce training partners who receive credential/skilled training by enrolling 50 community members in a career in health care occupational skills training. The Career Academy will partner with schools and organizations that offer the specified occupational skills.</p>

FY2022-2024 Community Health Improvement Implementation Plan – Pediatrics Mental Health

PRIORITY AREA: Pediatrics Mental Health

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Increase the proportion of children with mental health problems who receive treatment
2. Increase the number of children who receive preventative mental health care in schools

Annual Objective	Strategy	Target Population	Actions Description
Increase the proportion of children with mental health problems who receive treatment	Provide education and information to community members on identifying mental health problems	West Baltimore Youth West Baltimore	Trauma Informed-Care/ Specific Interventions. Utilizing evidence-based programs to address specific needs identified in partner schools in West Baltimore and UMMC pediatric psychiatry clinics; Family Connections Program.
Increase the number of children receiving preventative mental health care in schools	Increase funding to school mental health programs in partner schools and Family Connections Program		Co-sponsor Mental Health Conference annually for the community at large
Increase awareness in the community of mental health	Provide education and to community members		
Partner with Baltimore City Hospitals on one mental health initiative annually	Partner with the Baltimore City Trauma Informed Care Task Force	Baltimore City	Partner with the City of Baltimore Trauma Informed Care Task Force and implement recommended strategies

FY2022-2024 Community Health Improvement Implementation Plan – Pediatrics Asthma

PRIORITY AREA: Pediatrics Asthma

Objectives Supporting SIHIS and The National Prevention Strategy:
 1. Reduce emergency department visits for children over 5 years of age with asthma

Annual Objective	Strategy	Target Population	Actions Description
Pediatrics Asthma Needs Assessment and Community Engagement	Surveys, Zoom and in person individual and focus group meetings	Asthma Caregiver/ Providers/ Community/Leaders	Obtain feedback regarding current asthma services and identify unmet needs
Reduce Asthma Hospitalizations and ED visits	UMCH Pediatric Asthma Program Team Clinical Component	Patients seen in the PED and hospital for asthma BCPS children with asthma (targeted zip codes)	Identify children in need of services through Asthma RN, review of daily Epic reports, BCHD-CAP referrals, BCPS asthma screening tool and PCP/Community/Self-referrals Asthma RN triages patients for inpatient consults and/or outpatient specialty care through Pulm/Allergy/Breath-mobile in person and/or Telemed service
Increase Asthma Awareness and Education	UMCH Pediatric Asthma Program Team Educational Component	Children with asthma and caregivers, PCPs, trainees, BCPS school personnel and general public	Provide asthma education at appointments, “Back to school” nights and health fairs. Develop on line educational resources. Provide didactic lectures in person and by webinars Certified Asthma Educator (CAE) certification of team
Coordination with other UMMC Community Programs to provide resources to address factors impacting asthma control: - Adherence - Environmental Exposures - Obesity - Psychosocial factors - ACEs	Asthma Program RN and Social Worker BCHD-CAP program UMMC Community Program	Children and their families in need of additional Support/ Resources	Asthma Program Team Members identify need* for additional services and notify Asthma RN and/or Social Worker for assistance and referrals if indicated Asthma RN makes reminder Calls/Texts to PTs for appointments and sets up medication reminder system (“Asthma Storylines” app) *Includes screening surveys at appts for maternal depression and ACEs

FY2022-2024 Community Health Improvement Implementation Plan – Pediatrics Obesity

PRIORITY AREA: Pediatrics Obesity

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Reduce the proportion of children and adolescents with obesity
2. Reduce the consumption of calories from added sugars by persons aged 2 yrs. and over
3. Eliminate very low food security among children

Annual Objective	Strategy	Target Population	Actions Description
Eliminate very low food security among children	Provide Food Pantry option to Patients and Community at Midtown, General Pediatrics Practice	Children and families in Baltimore City Children with BMI over the 95th percentile for their age	Through outreach, provide the community with resources directing them to wellness visits to see a pediatrician and upon their first visit, they will be offered a voucher to the pantry Expand these services to include the Mobile Market, which could offer fresh fruits and veggie options. Days they park at Midtown we could offer free community pediatric obesity screenings. Strengthen partnership with existing community outreach initiatives and efforts directed at addressing food insecurities
Reduce the proportion of children and adolescents with obesity Reduce the consumption of calories from added sugars by persons aged 2 yrs. and over	Provide Free Dietician and Social Work Support to increase resources in supporting a holistic approach to obesity and eliminate barriers to access	Children and families in Baltimore City Children with BMI over the 95th percentile for their age	Through outreach, provide community with meet and greets, Q&A, free screenings and direct them to visits to see a pediatrician and coordinated visit with a dietician and social worker to support their clinical outcomes Offer larger complement of services through stronger partnerships with the community, such as UMCDE by having a bridge with social work and dietician services

9. What are the three most important social/environmental problems that affect the health of your community? Please check only three.

- | | |
|---|--|
| <input type="checkbox"/> Availability/Access to doctor's office | <input type="checkbox"/> Child abuse/Neglect |
| <input type="checkbox"/> Availability/Access to insurance | <input type="checkbox"/> Lack of affordable child care |
| <input type="checkbox"/> Domestic violence | <input type="checkbox"/> Housing/Homelessness |
| <input type="checkbox"/> Limited access to healthy foods | <input type="checkbox"/> Neighborhood safety/Violence |
| <input type="checkbox"/> School dropout/Poor schools | <input type="checkbox"/> Poverty |
| <input type="checkbox"/> Lack of job opportunities | <input type="checkbox"/> Limited places to exercise |
| <input type="checkbox"/> Racial/Ethnicity discrimination | <input type="checkbox"/> Transportation problems |
| <input type="checkbox"/> Social isolation/Loneliness | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Don't know or prefer not to answer | |

10. What are the three most important reasons people in your community do not get health care? Please check only three.

- | | |
|---|---|
| <input type="checkbox"/> Cost - Too expensive/Can't pay | <input type="checkbox"/> No doctor nearby |
| <input type="checkbox"/> No insurance | <input type="checkbox"/> Insurance not accepted |
| <input type="checkbox"/> Lack of transportation | <input type="checkbox"/> Cultural/Religious beliefs |
| <input type="checkbox"/> Language barrier | <input type="checkbox"/> Child care |
| <input type="checkbox"/> Worried about immigration status | <input type="checkbox"/> Wait is too long |
| <input type="checkbox"/> Fear or mistrust of doctors | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Don't know or prefer not to answer | |

COVID-19 QUESTIONS

11. Which of the following apply to you? Check all that apply.

- I have been diagnosed with the Coronavirus
- A household member has been diagnosed with the Coronavirus
- A family member outside my household has been diagnosed with the Coronavirus
- A friend or someone I know outside of my family has been diagnosed with the Coronavirus
- I don't know anyone personally who has been diagnosed with the Coronavirus
- Prefer not to say

12. As a result of COVID-19, have you needed any of the following? Check all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Financial assistance | <input type="checkbox"/> Energy assistance |
| <input type="checkbox"/> Food assistance | <input type="checkbox"/> Wi-Fi/Internet assistance |
| <input type="checkbox"/> Rental assistance | <input type="checkbox"/> Housing/shelter |
| <input type="checkbox"/> Translation/Interpretation Services | <input type="checkbox"/> Childcare |
| <input type="checkbox"/> None | <input type="checkbox"/> Other: _____ |

13. When it comes to COVID-19 what are you most concerned about right now?

Rank the following options in order of importance (1 = most important to 4 = least important).

- _____ Members of my household becoming infected
- _____ The health of my community as the pandemic continues
- _____ The emotional health of my household
- _____ Financial hardship

14. What ideas or suggestions do you have to improve health in your community?

- Don't know or prefer not to answer

BALTIMORE HEALTH SNAPSHOT SURVEY 2017 V2

Thank you for completing the survey!

VIX. Appendix 2

Health Outcomes and Social Determinants of Health (SDH) Summary - UMMC - CHNA FY2021

Health/Social Indicator	Baltimore City current prevalence 2019	Maryland current prevalence 2019	Race prevalence			
			Black	White	Asian/Hispanic/Other	
Life expectancy ^{3,4}	72.8 ↓	79.2				
Heart disease ³	5.0% ↓	3.1%	5.2%	6.4%	ND	
Stroke ³	5.6% ↑	3.1%	7.3%	3.9%	ND	
Hypertension ³	40.5% ↑	34.9%	46.2%	34.3%		
Diabetes ³	11.8% ↓	11.0%	13.6%	8.8%		
Asthma ³	19.3 ↑	14.6%	21.6%	12.2%		
Cancer (All) ³	8.9% →	11.2%	7.5%	12.1%		
Obesity Adults ³	40.5% ↑	32.9%	46.5%	31.4%		
Days Mental Health Not Good (past 30 days) ³	54.6% ↓	62.0%				
Food environment Index ⁴	7.2	8.7				
Households living under federal poverty level ¹	19,244	84,800				
Vacant Housing ¹	55,180	243,540				
25 years and older w/o HS diploma ¹	62,652	402,152				

Health/Social Indicator	Baltimore City current prevalence 2019	Maryland current prevalence 2019	Race prevalence			
			Black	White	Asian/Hispanic/Other	
Low Birthweight ²	12% →	9%	15%	7%	9%	8%
Infant Mortality Rate ²	8.8 ↓	5.9	28% Leading cause	4.4		6.3
Infant Death ²	68 ↓ 3	414	51	9		6
Children in poverty ⁴	31%	12%	38%	10%	21%	31%

Community Social Environment	Balto City	Upton Druid Hts (21201)	SW Balto (21223)	Mondawmin (21216 & 21217)	Pimlico/ Arlington/ Hilltop (21215)	Allendale/ Edmondson (21229)	Washington Vill/ Morell Park (21230) Inner Harbor/ S. Baltimore (21230)
Homicide Rate - all ages (#of homicides) ⁵	298 50 ↓	8 3 ↓	33 7 ↓	46 20 ↓	31 8 ↓	34 16 ↑	12 →
Youth Homicide - under 25 (# of homicides) ⁵	110 12 ↓	3 1 ↓	10 2 ↓	16 4 ↓	9 6 ↓	22 14 ↑	4 →

Legend:

- ↓ Prevalence declined, but needs to increase
- ↓ Prevalence declined
- Prevalence remained the same
- ↑ Prevalence increased
- ↑ Prevalence increase significantly

¹ CENTERS FOR DISEASE CONTROL. (2019). IN ATLASPLUS CHARTS. RETRIEVED FROM [HTTPS://GIS.CDC.GOV/GRASP/NCHHSTPATLAS/CHARTS.HTML](https://gis.cdc.gov/grasp/nchhstpatlas/charts.html)

² MARYLAND DEPARTMENT OF HEALTH. (2019). IN MARYLAND VITAL STATISTICS INFANT MORTALITY IN MARYLAND, 2019. RETRIEVED FROM [HTTPS://HEALTH.MARYLAND.GOV/VSA/DOCUMENTS/REPORTS%20AND%20DATA/INFANT%20MORTALITY/INFANT_MORTALITY_REPORT_2019.PDF](https://health.maryland.gov/vsa/documents/reports%20and%20data/infant%20mortality/infant_mortality_report_2019.pdf)

³ MARYLAND DEPARTMENT OF HEALTH. (2021, APRIL). IN WELCOME TO MD-IBIS - MARYLAND'S PUBLIC HEALTH DATA RESOURCE. RETRIEVED FROM MD-IBIS: DATASET QUERY SYSTEM.

⁴ UNIVERSITY OF WISCONSIN POPULATION HEALTH INSTITUTE. (2021). IN COUNTY HEALTH RANKINGS & ROAD MAPS: MARYLAND. RETRIEVED FROM [HTTPS://WWW.COUNTYHEALTHRANKINGS.ORG/APP/MARYLAND/2021/OVERVIEW](https://www.countyhealthrankings.org/app/maryland/2021/overview)

⁵ THE BALTIMORE SUN. (2021, JUNE 2). IN BALTIMORE HOMICIDES. RETRIEVED FROM [HTTPS://HOMICIDES.NEWS.BALTIMORESUN.COM/](https://homicides.news.baltimoresun.com/)

X. Appendix 3

Community Partner Focus Groups and Workgroup Participants

9/30/20 Participants	UMB Partner Focus Group	
Name	Title	Organization
Lori Edwards, DrPH, BSN, RN, CNS-PCH, BC	Assistant Professor	UM Family and Community Health
Brian Sturdivant	Director	UM Office of Community Engagement
Tyrone Roper	Program Director	UM Office of Community Engagement
Wendy Lane, MD, MPH	Director	UM Preventative Medicine
Laundette Jones, PhD, MPH	Deputy Director	UM Health Equity and Population Health
Danielle Harris	Associate Director	UM Office of Community Engagement

10/7/21 Participants	UMB School of Social Work Partner Focus Group	
Name	Title	Organization
Bronwyn Mayden	Executive Director	Promise Heights, UM SSW
Jane Shaab	Associate VP	UM Office of Research and Development
Rachel Donegan	Assistant Director	Promise Heights, UM SSW
Linda Callahan	ECMHC Early Childhood Mental Health Consultant	Promise Heights, UM SSW

10/29/20 Participants	Faith Leader Partner Focus Group	
Name	Title	Organization
Rev. Dr. Sandra Conner	Pastor	Shepherds Heart Community Baptist Church
Rev. Phyllis Cornish	Pastor	Greater Victory and Deliverance Church of Jesus Christ
Bishop Gloria Braswell	Pastor	Missionary Baptist Church
Rev. William Johnson	Pastor	Sharon Baptist Church
Rev. Derek Hart	Food Distribution Lead	We Our Us
Cereta Spencer, MSHM, MAOM, CTA	Director	Maryland Center for Veterans Education and Training
Elder Doug Wilson	Outreach Coordinator	Kingdome Life Church

9/14/20 Participants	UMMC Community Engagement Committee of the Board of Directors	
Name	Title	Organization
Robert Wallace	CEO	Power 52 Energy Solutions
Rev. Al Hathaway	Pastor	Union Baptist Church
Alison Brown	President	UMMC, Midtown Campus
Marilyn Carp	Board Member	
Louise Michaux Gonzales, Esq.	Chair, Board of Directors	Hylton & Gonzales LLC
Bruce Jarrell, MD	President	UMB
Dana Farrakhan	Senior Vice President	UMMC
Samuel Burris	Senior Manager	UMMC Community Engagement and Workforce Development
Ashley Valis	Executive Director	UM Office of Community Engagement
Chuck Tildon	Vice President	UMMS External Affairs
Renay Tyler, DNP	Vice President	UMMC Ambulatory Services

9/14/20 Participants	UMMS Community Advisory Council	
Name	Title	Organization
Alexandria Warrick-Adams	Executive Director	Elev8 Baltimore, Inc.
Wanda Best	Executive Director	Upton Planning Committee
Van Brooks	Executive Director, Founder	Safe Alternative Foundation for Education, Inc.
Al Gourrier	Assistant Professor	U of Baltimore School of Public Health
Kristin Speaker	Executive Director	Charles Street Development Corp.
Karen Dates Dunmore	Senior Director	UMMC Community Engagement and Workforce Development

4/16/21 Participants	Pediatric Workgroup: Obesity	
Name	Title	Organization
Samra Blanchard, MD	Associate Professor	UM Pediatric Gastroenterology
Runa Watkins, MD	Assistant Professor	UM Pediatric Gastroenterology
Anu Raman, MHA, CMPE, SHRM-CP	Division Administrator	UM Pediatrics
Steven Czinn, MD	Chair and Director	University of Maryland Children's Hospital

4/19/21 Participants	Pediatric Workgroup: Maternal/Infant Health	
Name	Title	Organization
Mutiati Onigbanjo, MD	Assistant Professor	UM Pediatrics
Brenda Hussey-Gardner, PhD, MPH	Associate Professor	UM Pediatrics Neonatology
Dina El-Metwally, MB, BCh, MS, PhD	Division Head	UM Pediatrics Neonatology
Anu Raman, MHA, CMPE, SHRM-CP	Division Administrator	UM Pediatrics
Steven Czinn, MD	Chair and Director	University of Maryland Children's Hospital

4/23/21 Participants	Pediatric Workgroup: Mental Health	
Name	Title	Organization
Howard Dubowitz, MB, ChB, FAAP	Division Head	UM Pediatrics Division of Child Protection; Director, Center for Families
Rebecca Carter, MD	Assistant Professor	UM Pediatrics
Mutiati Onigbanjo, MD	Assistant Professor	UM Pediatrics
Jasmine Pope	Director of Programming	UM Pediatrics Immunology
Vicki Tepper, PhD	Associate Professor	UM Pediatrics Immunology
Anu Raman, MHA, CMPE, SHRM-CP	Division Administrator	UM Pediatrics
Steven Czinn, MD	Chair and Director	University of Maryland Children's Hospital

4/23/21 Participants	Pediatric Workgroup: Asthma	
Name	Title	Organization
Anayansi Lasso-Pirot, MD	Assistant Professor	UM Pediatrics
Mary Bollinger, DO	Associate Professor	UM Pediatrics
Lisa Bell, RN	Nurse Practitioner	UM Pediatrics Immunology
Vicki Tepper, PhD	Associate Professor	UM Pediatrics Immunology
Anu Raman, MHA, CMPE, SHRM-CP	Division Administrator	UM Pediatrics
Steven Czinn, MD	Chair and Director	University of Maryland Children's Hospital

XI. Appendix 4

Priority Setting Strategy/Process

Priorities were voted on by all members of the UMMC Community Health and Engagement Team and UM Community Stakeholders using Zoom with the following questions:

1. What are the top three health problems in rank order that we need to address in Baltimore?
2. What are the top three social/environmental issues in rank order that we need to address in Baltimore?
3. What are the top three health problems in rank order that we need to address in Baltimore for Pediatrics?

Team members were asked to consider the following criteria when voting:

- Health concern is greater in the City compared to the State or region
- Impact on vulnerable populations is significant
- Cost to the community can be achieved by addressing this problem/aligned with population health
- Major improvements in the quality of life can be made by addressing this health concern
- Issue can be addressed with existing leadership and resources
- Progress can be made on this issue in the short term

XII. Appendix 5

Community Health Improvement and Engagement Team

MEMBERS

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Tina Cafeo, DNP, RN, Vice President, Patient Care Services, Medicine, Surgery, and
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XIII. Appendix 6

Community Health Needs Assessment Collaborators/Partners

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University of Maryland School of Medicine

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Ryan O'Doherty, Director, External Affairs and Strategic Communications

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Pegeen Townsend, Vice President, Government Affairs

XIV. Appendix 7

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