



UNIVERSITY *of* MARYLAND
BALTIMORE WASHINGTON
MEDICAL CENTER

Community Benefit Implementation Plan Fiscal Years 2020-2022

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Community Benefit Committee: June 10, 2019

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Section 1: Introduction

University of Maryland Baltimore Washington Medical Center's (UM BWMC) mission is to provide the highest quality health care services to the communities we serve. We provide emergency, inpatient and outpatient services in more than sixty specialties. In addition to clinical care, we offer a variety of community benefit activities. Community benefits are programs or activities that promote health, increase access to health care services or improve the well-being of the community. Our clinical and community benefit programs and services are developed in response to an assessment of community health needs, analysis of hospital-specific data and feedback from our patients and their families, medical staff and community partners.

This plan summarizes the findings of our recently completed community health needs assessment (CHNA), and describes the process we took to prioritize our community's health needs. UM BWMC's goals, strategies, and partnerships for improving the health of the communities we serve are detailed in this document. In addition, this plan describes our alignment with local, state and national health improvement priorities and health system transformation initiatives. This plan also explains our structure for assuring that our community benefit program has the appropriate guidance, oversight and resources to support the successful implementation of this plan and the reporting of progress.

Our Community Benefit Implementation Plan for FY19-21 addresses these community health improvement priorities:

- Chronic Health Conditions (Cancer, Cardiovascular Disease, Diabetes, Obesity/Overweight)
- Behavioral Health
- Maternal and Child Health
- Health Care Access and Utilization
- Healthy and Safe Communities

Our community benefit programming includes:

- community outreach and health education services to provide people with the education and tools to lead healthier lives
- screenings so that people can be diagnosed with health problems when they are most treatable
- support groups for patients and their families
- financial assistance to those who could not otherwise afford health care services
- provider subsidies to increase access to care
- health care workforce development
- partnership development and other community building activities

UM BWMC is pleased to present our Community Benefit Implementation Plan. At UM BWMC we truly believe that community benefit is an investment in the communities and people we serve. For more information about our community benefit activities, please visit www.umbwmc.org/community-benefit, send an email to bwmcpr@umm.edu or call 410-553-8103.

UM BWMC Mission, Vision and Values

Vision Statement:

To be the preferred regional medical center through nationally recognized quality, personalized service and outstanding people.

Mission Statement:

The mission of University of Maryland Baltimore Washington Medical Center is to provide the highest quality healthcare services to the communities we serve.



Values:

Communication - That which is proactive, timely, thorough and understood as an essential thread to teamwork and excellence in patient care and service.

Accountability - Is demonstrated through our integrity, ownership and action to the care and service of our patients, families and creating a healthy work environment.

Respect - Our actions (of omission and commission) reflect the respect and dignity our patients, their families and all UM BWMC associates deserve.

Excellence - In the compassionate and empathetic care, service and support of our patients and their families, our colleagues and our service.



Community Benefit Overview

Definition of Community Benefit¹

A community benefit is a planned, organized, and measured approach, by a non-profit health care organization, to meet identified community health needs within its service area. It most often requires collaboration with other non-profit and public organizations within the community in determining the health needs of its residents. Such planning relies on the use of objective data and information to determine community needs, and the impact of the organization's participation on those needs.

Community benefits respond to an identified community need, and meet the following criteria:

- Ultimately improve the health status and well-being of specific populations in the organization's service area who are known to have difficulty accessing care and/or who have chronic needs;
- Generate a low or negative margin;
- Are not provided for marketing purposes; and/or
- The service or programs would likely be discontinued if the decision were made on a purely financial basis.

Community Benefit Service Area

UM BWMC considers our Community Benefit Service Area (CBSA) to be the Anne Arundel County portions of our primary and secondary service areas as defined by our Global Budget Revenue Agreement with the Maryland Health Services Cost Review Commission. These zip codes include:

21060- Glen Burnie	Primary Service Area
21061- Glen Burnie	Primary Service Area
21122- Pasadena	Primary Service Area
21144- Severn	Primary Service Area
21225- Brooklyn	Primary Service Area
21054- Gambrills	Secondary Service Area
21076- Hanover	Secondary Service Area
21090- Linthicum Heights	Secondary Service Area
21108- Millersville	Secondary Service Area
21113- Odenton	Secondary Service Area
21146- Severna Park	Secondary Service Area

The primary service area surrounding UM BWMC where most of our discharges originate from has some of the most vulnerable, high-risk residents in Anne Arundel County based on socioeconomic and health data. We make concerted efforts to reach vulnerable, at-risk populations, including the uninsured, racial/ethnic minorities, persons with risky health behaviors (e.g. smoking), and people with chronic health conditions (e.g. diabetes, cancer). Zip codes in our secondary service area have more localized pockets of community health needs.

We have leadership roles in county-wide collaborative population health initiatives such as the Healthy Anne Arundel Coalition (local health improvement coalition), Bay Area Transformation Partnership between UM BWMC and Anne Arundel Medical Center, and the Opioid Action Task Force.

Community Benefit as a UM BWMC Strategy Priority

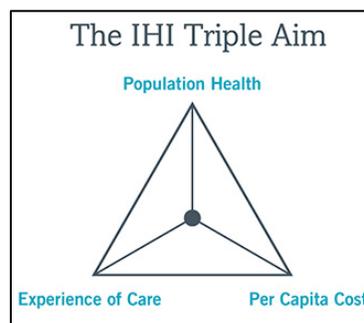
UM BWMC's Strategic Goals for FY20-24 are listed below along with some of the strategies related to our community benefit program.

- Exceptional Quality, Safety & Patient Experience
 - Community Benefit offerings that are aligned with UM BWMC patient conditions (e.g. diabetes education)
 - Support Groups for patients and families
- Ease of Access to Care for Our Community
 - Physician Subsidies for Primary Care, Women's Health, Transitional Care and Behavioral Health
 - Health screenings and flu shots
- Innovative and Effective Organization
 - Alignment between strategic planning, community outreach and marketing
 - Activities with no net community benefit expense – Bay Area Transformation Partnership, Grants
- Highly Engaged Associates
 - Volunteers for community-based activities
- Consistently Strong Financial Results
 - Charity Care enrollment assistance

Note: Similar goals and related community benefit initiatives were included in the hospital FY15-19 Strategic Plan.

Alignment of Community Benefit with Local and State Initiatives for Population Health Improvement

UM BWMC's Community Benefit Implementation Plan is aligned with Maryland's Medicare Waiver/All-Payer and Total Cost of Care model and the Institute for Healthcare Improvement's "Triple Aim" of improving the patient experience of care, improving the health of populations, and reducing the per capita cost of health care.



The second phase of Maryland's Medicare Wavier, effective January 1, 2019, focuses on the Total Cost of Care, not just hospital costs. UM BWMC's Community Benefit initiatives focus on health outreach and education to help prevent and manage chronic health conditions in the least restrictive setting order to help people live healthier lives and keep them in their community settings.

Our plan is aligned with the Maryland Department of Health's State Health Improvement Process (SHIP) and the Maryland Health Services Cost Review Commission's Regional Health System Transformation grant program to. Our plan includes public health priorities that are also identified by the SHIP as important to improving the health of all Marylanders.

UM BWMC's Community Benefit Implementation Plan incorporates the Maryland Department of Health State Health Improvement Process (SHIP) framework. UM BWMC serves as Co-Vice Chair of the Healthy Anne Arundel



Coalition, the local health improvement coalition (LHIC) established as part of the SHIP.

The Anne Arundel County Community Health Needs Assessment used to develop this plan was conducted under the auspices of the Healthy Anne Arundel Coalition with leadership from UM BWMC, Anne Arundel Medical Center and several Anne Arundel County government agencies.

The alignment of these priorities is discussed in greater detail in Section 3: Prioritization of Community Health Needs.

External Partnerships for Community Benefit

UM BWMC collaborates with numerous external partners for Community Benefit planning and implementation. These external partnerships were also cited in our Strategic Transformation plan as essential to improving population health. UM BWMC works with many county government agencies including the Anne Arundel County Departments of Health, Aging and Disabilities, Recreation and Parks, and Social Services, the Office of Community and Constituent Services, and Anne Arundel County Public Schools. We collaborate with Anne Arundel Medical Center, MedStar Harbor Hospital, Federally Qualified Health Centers (Chase Brexton Health Care, Total Health Care) and primary care, behavioral health, specialty and post-acute care providers. Most importantly, we partner with local community and faith based organizations such as Maryland Health Care for All, March of Dimes Maryland Chapter, Zeta Phi Beta Sorority – Rho Eta Zeta Chapter, Safe Sitter, Inc., American Red Cross, American Cancer Society, Judy Center at Hilltop Elementary, Glen Burnie Improvement Association, Severna Park Community Center, Arundel Mills Mall, several local businesses and Chambers of Commerce and numerous churches.

Community Benefit Operations & Oversight

UM BWMC Board of Directors

The UM BWMC Board of Directors formally adopts the CHNA, the Community Benefit Implementation Plan and annual reports. This committee also ensures that population health improvement and community benefit initiatives are included in the medical center's strategic and annual operating plans.

UM BWMC Board Community Benefit Committee

The UM BWMC Community Benefit Board of Directors provides oversight and guidance to UM BWMC's Community Benefit programming. This Committee is comprised of members of the UM BWMC Board of Directors (including UM BWMC's President and Chief Executive Officer), members of the UM BWMC Foundation Board of Directors and a member of University of Maryland Medical System (UMMS) Executive Leadership. The Committee is staffed by UM BWMC Executive Team members including the Senior Vice President and Chief Operating Officer and Senior Vice President and Chief Financial Officer. This Committee recommends the adoption of the CHNA, the Community Benefit Implementation Plan and annual reports to the UM BWMC Board of Directors. This committee also provides feedback related to community benefit strategies and monitors the implementation of community benefit activities.

UM BWMC Community Benefit Planning Committee

UM BWMC convened a Community Benefit Planning Committee consisting of clinical and administrative leadership to develop this plan. This committee was charged with reviewing needs assessment data, assessing existing organizational resources and capacities, prioritizing community needs, and developing the Community Benefit Implementation Plan for review by the UM BWMC Community Benefit Board and the UM BWMC Board of Directors. Committee members included the Chairman of Medicine/Medical Director for Population Health, Manager of Strategic Planning and Service Line Development, Manager of Community Outreach, Executive Director of the Tate Cancer Center, Director of Care Management, Director of Psychiatric Services, Director of Emergency Nursing, Manager of Women's Health, Operations Manager of the University of Maryland Center for Diabetes and Endocrinology, and Clinical Director of Addiction Medicine. This committee will continue to provide their guidance throughout the plan's implementation. Other administrators and clinicians will also provide guidance and support to community benefit as needed.

UM BWMC Community Benefit Staffing

UM BWMC's Community Benefit primary staffing consists of representatives from the Departments of Community Outreach and Strategic Planning. The Departments collaborate on conducting the CHNA, developing and refining the community benefit implementation strategies, and completing community benefit reports to meet state and federal requirements. These staff members are also involved in the planning, development, implementation and evaluation of broader population health initiatives. The Community Benefit program also receives initiative-specific assistance from various hospital departments and staff members depending on the purpose and scope of the initiative or activity.

The Community Outreach Department plans and executes community benefit programs, activities and events in partnership with UM BWMC staff and community partners. The Community Outreach Department builds relationships with community-based partners to extend the reach of community benefit programs and solicits community input into community benefit activities.

The Strategic Planning Department provides support to the needs assessment process, ongoing data analysis, and the development, implementation, evaluation and reporting of community benefit. This Department helps to assure alignment between community benefit, the annual operating plan, and population health initiatives throughout UM BWMC and UMMS.

University of Maryland Medical System Community Health Improvement Committee



The University of Maryland Medical System convenes a System Community Health Improvement Committee that includes leaders for community benefit and community health improvement from across the medical system. This committee identifies community health needs that impact all system hospitals and develops system-driven initiatives to address those needs. A current focus of the SCHIC is increasing health literacy. Additionally, this committee discusses any questions or concerns related to conducting CHNAs and community benefit reporting. The committee's monthly meetings also provide an opportunity to share best practices and lessons learned for community benefit and related population health improvement activities.

Community Benefit Policy

UM BWMC maintains a Community Benefit Policy that describes important definitions and processes related to community benefit. It defines community benefit per state and federal regulations and what is permissible as a community benefit activity. The policy describes the strategic approach of the Community Benefit Implementation Plan and its relationship to the CHNA. The policy identifies the need to meet all federal and state regulations and outlines the structure for the oversight of community benefit.

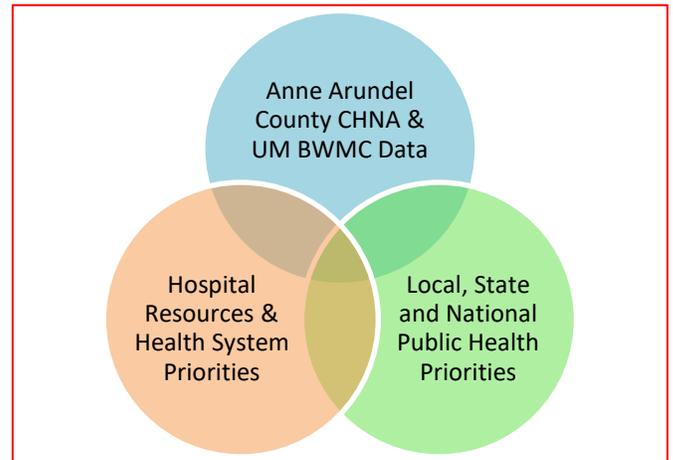
Financial Assistance Policy

UM BWMC's Financial Assistance Policy (FAP) was established to assist patients in obtaining financial aid when the services rendered are beyond a patient's ability to pay. UM BWMC provides emergency, inpatient, and other care regardless of ability to pay. UM BWMC's FAP complies with Maryland regulations and provides assistance ranging up to 100% of the total cost of hospital services. A patient who qualifies for financial assistance at any UMMS affiliated hospital will be offered the same terms at all UMMS facilities.

UM BWMC assists patients with applying for its financial assistance program and other financial assistance programs for health care services. UM BWMC discusses with patients or their families the availability of various government benefits, such as Medicaid and other federal, state and local programs.

Section 2: Prioritization of Community Health Needs

UM BWMC took a multi-pronged approach to prioritizing our local community health needs. This approach helped to assure that our community benefit implementation plan addresses the most significant needs identified in the CHNA while also being aligned with UMMS community health improvement initiatives and national, state and local public health priorities. The plan was also developed to be responsive to Maryland's health system transformation, including the increased focus on population health and community partnerships. This approach also helped to assure that we had the necessary infrastructure and resources to successfully implement our Community Benefit Implementation Plan.



Process

Our process included:

- Convening a Community Benefit Planning Committee to develop the Community Benefit Implementation Plan. This committee included UM BWMC clinical and administrative leadership.
- Reviewing CHNA data and UM BWMC Emergency Department, inpatient and ambulatory utilization data to inform the plan development.
- Reviewing community health improvement priorities identified during UMMS Community Health Improvement Retreats.
- Reviewing the Maryland State Health Improvement Process (SHIP) priorities established as being important to improving the health status of all Marylanders (these are aligned with Healthy People 2020 national goals) and considering additional public health priorities identified by county, state and national governments and health organizations.
- Identifying the infrastructure, staffing, clinical expertise and other resources at UM BWMC and in the community to support the successful implementation of community benefit strategies.
- Refining the plan with input from executive UM BWMC and UMMS leadership.
- Formally adopting the CHNA and Community Benefit Implementation Plan for FY19-21 by both the UM BWMC Community Benefit Board and the UM BWMC Board of Directors.

UM BWMC’s Selected Community Benefit Priorities

This process resulted in the following community benefit strategic priorities being identified for UM BWMC’s Community Benefit Implementation Plan.

- Chronic Health Conditions (Cancer, Cardiovascular Disease, Diabetes, Obesity/Overweight, Chronic Lower Respiratory Diseasesⁱⁱ)
- Behavioral Health
- Maternal and Child Health
- Health Care Access and Utilization
- Healthy and Safe Social Environments

An overarching theme is the reduction of health disparities among vulnerable populations.

The table below illustrates the synergies between UM BWMC, local, state and national priorities:

Alignment of UM BWMC Community Benefit Priorities with Public Health Priorities

UM BWMC Community Benefit Priority	Healthy Anne Arundel Priority (Local Health Improvement Coalition priority)	Maryland SHIP Priority (aligned with Healthy People 2020 National Goals)
Chronic Health Conditions (Cancer, Cardiovascular Disease, Diabetes, Obesity/Overweight, Chronic Lower Respiratory Diseases)	Obesity Prevention – selected because it a major contributing factor to several chronic health conditions (diabetes, heart disease, cancer)	Healthy Living (healthy weight, physical activity, tobacco cessation, life expectancy) Quality Preventive Care (mortality rates for cancer and heart disease)
Behavioral Health	Prevention and Management of Behavioral Health Conditions	Healthy Communities (child maltreatment, domestic violence, suicide)
Maternal and Child Health	This is not an identified HAAC priority since it is being addressed by the county’s Fetal and Infant Mortality Review Community Action Team.	Healthy Beginnings (early prenatal care, low birth weight, sudden unexpected infant death rate, infant death rate)
Health Care Access and Utilization	Access to Care	Access to Health Care (persons with a primary care provider, uninsured ED visits) Quality Preventive Care (ED visit rates for ambulatory sensitive conditions, annual seasonal influenza vaccinations) Quality Preventive Care (cancer mortality rate drug-induced death rate, mortality rates for cancer and heart disease)
Healthy and Safe Social Environments	Vision of “Healthy County, Healthy People”	Vision of “Healthier Maryland”

Within these priority areas, a number of potential health improvement strategies have been identified (as described in Section 4) to address community needs. Some of the strategies are the continuation or expansion of existing community benefit activities. Existing programs will be enhanced and expanded through new partnerships to expand their reach in the community, with an emphasis on reaching vulnerable populations. Other strategies are new initiatives that will be planned and implemented to address community needs.

The role UM BWMC will take in each implementation strategy will depend on a number of factors. Depending on the specific activity, UM BWMC will either take a leadership role, collaborating role or supportive role. When taking on a leadership role, UM BWMC will provide the leadership and devote the necessary resources to assure the success of the activity or initiative. Resources can include staff time and expertise, financial allocations, in-kind contributions. When serving in a partner role, UM BWMC will collaborate with other organizations to provide the leadership and/or resources for the activity or initiative. In a supportive role, UM BWMC recognizes the contribution to health and importance to the community, but does not have the organizational strengths or available resources to take on a key leadership or partnership role. In these instances, UM BWMC will provide assistance as resources are available.

Community Health Needs Not Selected as Community Benefit Priorities

Lack of affordable dental services, environmental health concerns, transportation barriers are community health needs identified through the CHNA not directly being addressed by UM BWMC. UM BWMC will support the advancement of community health improvement initiatives in these areas as feasible.

UM BWMC does not provide routine dental care at this time, but we do refer patients to low-cost dental clinics for care. We subsidize oral surgery on-call services and have oral surgeons on our medical staff. UM BWMC partners with the Anne Arundel County Department of Health to divert dental patients presenting to the ED to providers in the community. Patients will be treated within 24-48 hours of their ED visit. Care coordination will be provided to prevent repeat ED visits. UM BWMC is supportive of this grant application and will assist with grant implementation, if awarded.

Environmental health concerns are being addressed by the Anne Arundel County Department of Health's Bureau of Environmental Health Services and other local environmental advocacy organizations.

Public transportation is not in the scope of services that UM BWMC can provide as a hospital; however, we do provide some transportation assistance through our care management program and our Transitional Care Center. We also provide transportation assistance for participants in our Stork's Nest prenatal education program. Anne Arundel and surrounding county governments are collaborating to expand access to public transportation in the Central Maryland region.

Other needs identified in the CHNA included affordable housing and affordable, quality child care. UM BWMC will support these priorities through participation in economic development initiatives and health professions training designed to help improve socioeconomic wellbeing of individuals and the local community.

Section 3: Community Benefit Implementation Plan

UM BWMC's Community Benefit Implementation Plan is designed to be responsive to identified community health needs and be informed by evidence-based and promising practices for community health improvement. Our plan includes sustaining and expanding existing initiatives, as well as the development and implementation of new initiatives. We will build new relationships and strengthen existing partnerships to provide increased outreach to higher-risk individuals and communities.

Over the next three years, UM BWMC is planning to collaborate with community organizations to expand our reach to minority communities that are often impacted by health disparities. We will work with the United Black Clergy and other community partners to provide additional health education, health fairs, screenings and other activities at local churches and community centers. A sample listing of our community benefit partners is included as Appendix B.

UM BWMC staff consulted the following resources to ensure that our community benefit implementation strategies are consistent with best practices:

- Maryland Department of Health and Mental Hygiene's Model Practices Database: <http://dhmh.maryland.gov/ship/Pages/home.aspx>
- CDC Community Health Improvement Navigator: <http://www.cdc.gov/chinav/index.html>
- Healthy People 2020 Evidence-Based Resource Tool: <http://healthypeople.gov/2020/implement/EBR.aspx>
- Community Preventive Services Task Force's Guide to Community Preventive Services: <http://www.thecommunityguide.org>
- Strategies to Prevent Obesity and Other Chronic Diseases: The CDC Guide to Strategies to Increase Physical Activity in the Community: http://www.cdc.gov/obesity/downloads/PA_2011_WEB.pdf
- Strategies to Prevent Obesity and Other Chronic Diseases: The CDC Guide to Strategies to Increase the Consumption of Fruits and Vegetables: http://www.cdc.gov/obesity/downloads/fandv_2011_web_tag508.pdf
- Association for Community Health Improvement: <http://www.healthycommunities.org>
- The CDC Guide to Breastfeeding Interventions: http://www.cdc.gov/breastfeeding/pdf/breastfeeding_interventions.pdf
- Cancer Control PLANET: <http://cancercontrolplanet.cancer.gov>
- Substance Abuse and Mental Health Services Administration National Registry of *Evidence-based Programs and Practices*: <http://www.samhsa.gov/nrepp>

UM BWMC's Community Benefit Implementation Plan is a strategic framework that will be reviewed each year and adjustments will be made to the implementation strategies as appropriate based on community needs, available resources, best practices and lessons learned. Each year, state and federal regulations will be used to determine "what counts" as community benefit. Activities included in this plan will be included in community benefit reports based upon the applicable guidelines for the given reporting period. Activities that do not fall within the definition of community benefit may still be undertaken as part of UM BWMC's broader population and community health initiatives. This plan is not intended to be exhaustive description of UM BWMC's community health improvement initiatives.

Priority: Chronic Health Conditions

**Priority Area: Chronic Health Conditions
(Cancer, Cardiovascular Disease, Diabetes, Obesity/Overweight, Chronic Lower Respiratory Diseases)**

Goal: *Help community members prevent and manage chronic health conditions.*

Strategy	Target Population	Tactics	Outcome Measures	Resources/Partners
<p>Provide education to community members on updated/current screening guidelines.</p> <p>Provide information on Anne Arundel County Cancer Screening Programs.</p> <p>Provide smoking cessation classes and related medical support.</p>	<p>Anne Arundel County</p>	<ul style="list-style-type: none"> ▪ Community events/health fair outreach ▪ Lectures ▪ Newspaper articles ▪ Provide information on UM BWMC resources ▪ Provide information on the Anne Arundel County free/reduced fee Dental, Cervical and Breast Cancer Screening Program 	<ul style="list-style-type: none"> ▪ Number of persons screened and results ▪ Number of attendees at events ▪ Number of education resources provided ▪ Number of referrals provided ▪ Decrease in cancer mortality rates (<i>AACO measures</i>) ▪ Decrease in percentage of adults who smoke (<i>AACO measures</i>) ▪ Number enrolled in smoking cessation classes 	<ul style="list-style-type: none"> ▪ American Cancer Society ▪ American Diabetes Association ▪ American Heart Association ▪ American Lung Association ▪ Anne Arundel County Conquer Cancer Coalition ▪ Anne Arundel County Public Library, Public Schools, and Government Agencies ▪ Arundel Mills Mall ▪ Businesses and Chambers of Commerce ▪ Health Care, Behavioral Health and Social Services Providers
<p>Provide education, information and screenings to community members to become and remain heart healthy</p> <p>Provide education and information on managing blood pressure and medications</p>	<p>Anne Arundel County</p>	<ul style="list-style-type: none"> ▪ Community events/health fair outreach ▪ Lectures ▪ Newspaper articles ▪ Provide free blood pressure screenings ▪ Provide free community vascular screenings ▪ Offer Heartbeat for Health event 	<ul style="list-style-type: none"> ▪ Number of persons screened and results ▪ Number of attendees at events ▪ Number of education resources provided ▪ Decline in number of hypertension related ED visits ▪ Decrease in heart disease mortality rates (<i>AACO measures</i>) 	<ul style="list-style-type: none"> ▪ Healthy Anne Arundel Coalition (HAAC) ▪ Maryland University of Integrative Health ▪ Non-profit, Community and Faith-based Organizations ▪ Y of Central Maryland

<p>Provide physical activity programs.</p> <p>Provide education on current physical activity guidelines for youth and adults.</p> <p>Engage and educate community on the importance of healthy weight goals using evidenced-based health programs.</p>	<p>Primary: Anne Arundel County, emphasis on those categorized as obese with a BMI over 30.</p> <p>Secondary: Anne Arundel County youth, emphasis on youth in North and West County.</p>	<ul style="list-style-type: none"> ▪ Provide <i>Mills Milers</i> walking program at Arundel Mills Mall ▪ Provide therapeutic yoga classes ▪ Increase relationship with local YMCA's for physical activity resources ▪ Community events/health fair outreach ▪ Lectures ▪ Provide elementary schools 	<ul style="list-style-type: none"> ▪ Number of participants in <i>Mills Milers</i> walking program ▪ Number of participants in therapeutic yoga classes ▪ Number of attendees at events ▪ Number of education resources provided ▪ Number self-reporting an Increase in physical activity ▪ Decrease in BMI Parameters (<i>AACO measures</i>)
		<p>in North and West County with nutrition and physical activity resources for students</p>	
<p>Provide education, information and resources to help community members to better manage their health conditions.</p>	<p>Anne Arundel County residents who currently have one or more chronic health condition, or at risk for developing a chronic health condition</p>	<ul style="list-style-type: none"> ▪ Provide stroke, diabetes and cancer support groups ▪ Provide <i>Preventing Diabetes</i> classes ▪ Provide education on the importance of having a regular primary care provider ▪ Community events/health fair outreach ▪ Lectures ▪ Refer current cancer Patients into the <i>Live Strong</i> wellness program ▪ Social media postings 	<ul style="list-style-type: none"> ▪ Number of attendees at events ▪ Number of attendees at support groups ▪ Number of education resources provided ▪ Decrease in ED visits related to chronic health conditions, (e.g. hypertension and diabetes) ▪ Number of referrals into the <i>Live Strong</i> program

Priority: Behavioral Health

Priority Area: Behavioral Health				
Goal: <i>Help community members prevent and manage behavioral health conditions.</i>				
Strategy	Target Population	Tactics	Outcome Measures	Resources/Partners
Provide education and information to community members on identifying signs, symptoms and resources in the community for mental and behavioral health conditions.	Anne Arundel County	<ul style="list-style-type: none"> ▪ Community events/health fair outreach ▪ Lectures ▪ Provide UM BWMC mental health resources to community agencies who service communities in need ▪ Provide mental health support group ▪ Provide leadership and Resources to Anne Arundel County behavioral health initiatives 	<ul style="list-style-type: none"> ▪ Number of attendees at events ▪ Number of education resources provided ▪ Number of attendees at support group ▪ Decrease in number of ED visits related to mental and behavioral health conditions 	<ul style="list-style-type: none"> ▪ Anne Arundel County Drug and Alcohol Council Workgroup ▪ Anne Arundel County Fatal Overdose Review Team ▪ Anne Arundel County Public Library, Public Schools, and Government Agencies ▪ Businesses and Chambers of Commerce ▪ Healthy Anne Arundel Coalition (HAAC) ▪ Health Care, Behavioral Health and Social Service Providers
<p>Provide education and information to community members on pain management alternatives.</p> <p>Expand outreach and educational services for the prevention and management of opioid misuse.</p> <p>Train community members on signs and symptoms of an overdose through the Overdose Response Program.</p>	Anne Arundel County	<ul style="list-style-type: none"> ▪ Community events/health fair outreach ▪ Lectures ▪ Provide Therapeutic Yoga for Pain Relief classes ▪ Provide a resource list on local locations where unused medications can be discarded ▪ Provide Overdose Response Trainings to include education on administering naloxone and CPR ▪ Provide overdose resource materials to first responders throughout AACO (e.g. fire departments, police stations) 	<ul style="list-style-type: none"> ▪ Number of attendees at events ▪ Number of attendees at Overdose Response Trainings ▪ Number of education resources provided ▪ Decrease in number of overdoses presenting to the ED ▪ Decrease in drug deaths (<i>AACO measure</i>) 	<ul style="list-style-type: none"> ▪ Local Development Council (LDC) Anne Arundel County ▪ National Alliance for the Mentally Ill – Anne Arundel County Chapter ▪ Non-profit, Community and Faith-based Organizations

Priority: Maternal and Child Health

Priority Area: Maternal and Child Health				
Goal: <i>Improve pregnancy, birth and early childhood outcomes.</i>				
Strategy	Target Population	Tactics	Outcome Measures	Resources/Partners
Provide education and information on the importance of early prenatal care to women of childbearing age.	Women in Anne Arundel County, emphasis on women in North and West County, and individuals of health disparities.	<ul style="list-style-type: none"> ▪ Provide childbirth education classes ▪ Incentivize women who attend the Stork's Nest education program ▪ Provide community agencies (e.g. Healthy Start, Health Department, Public Schools) with women's health and Stork's Nest resources ▪ Provide OB/GYN practices with Stork's Nest resources ▪ Community events/health fair outreach ▪ Social media postings 	<ul style="list-style-type: none"> ▪ Number of women enrolled in Stork's Nest who have a prenatal care provider ▪ Number of OB patients within UM BWMC OB/GYN practices ▪ Number of attendees at events ▪ Number of referrals to/from community agencies ▪ Decrease in number of low birth weight births (<i>Stork's Nest data and AACO measures</i>) ▪ Decrease in number of pre-term births (<i>Stork's Nest data AACO measures</i>) ▪ Number of social media postings made and engagement recorded 	<ul style="list-style-type: none"> ▪ Anne Arundel County Fetal and Infant Mortality Review Team and Community Action Team ▪ Anne Arundel County Public Library, Government Agencies, and Public Schools ▪ Assistance League of the Chesapeake ▪ Businesses and Chambers of Commerce ▪ Health Care, Behavioral Health and Social Services Providers ▪ Judy Center at Hilltop Elementary ▪ March of Dimes, Maryland Chapter ▪ Non-profit, Community and Faith based Organizations ▪ Anne Arundel County Partnership for Children, Youth and Families Anne Arundel County ▪ Zeta Phi Beta Sorority
Provide education and information on breastfeeding to pregnant women.	Women in Anne Arundel County.	<ul style="list-style-type: none"> ▪ Offer breastfeeding support group ▪ Education by lactation consultant during hospital stay ▪ Provide Stork's Nest program ▪ Community events /health fair outreach 	<ul style="list-style-type: none"> ▪ Number of women educated ▪ Number of women who attend support group ▪ Number of women who are breastfeeding at discharge 	

Provide education and information on the importance of infant safe sleep to families.	Anne Arundel County families who have children under the age of two years.	<ul style="list-style-type: none"> ▪ Stork’s Nest program – distribute safe sleep kits with education and portable crib 	<ul style="list-style-type: none"> ▪ Decrease in infant mortality (<i>AACO measures</i>) ▪ Increase in number of Stork’s
		<p>to women enrolled in program</p> <ul style="list-style-type: none"> ▪ Mother-Baby, Pediatrics, and ED Units of UM BWMC to supply sleep sacks to target population ▪ Supply OB/GYN practices with education materials ▪ Community events/health 	<p>Nest participants reporting safe sleep practices at 3 months (<i>Stork’s Nest data</i>)</p> <ul style="list-style-type: none"> ▪ Number of women enrolled in Stork’s Nest who received Safe Sleep education ▪ Number of portable cribs distributed ▪ Number of attendees at
		<p>fair outreach</p> <ul style="list-style-type: none"> ▪ Social media postings 	<p>events</p> <ul style="list-style-type: none"> ▪ Number of referrals to community agencies ▪ Number of sleep sacks distributed to at risk families ▪ Number of social media postings made and engagement recorded

Priority: Health Care Access and Utilization

Priority Area: Health Care Access and Utilization				
Goal: <i>Help patients obtain “The Right Care, at the Right Place, at the Right Time” and help eligible patients obtain financial assistance for health care services.</i>				
Strategy	Target Population	Tactics	Outcome Measures	Resources/Partners
<p>Provide education and information to increase community knowledge on where to access the appropriate level of care – Emergency Department, Primary Care, Urgent Care.</p> <p>Remain a resource for patients who do not have a usual primary care provider.</p>	Anne Arundel County	<ul style="list-style-type: none"> ▪ Community events/health fair outreach ▪ Lectures ▪ Provide educational materials to Emergency Department, in-patient units, Transitional Care Center, and primary care offices ▪ Maintain resource lists of local providers and agencies and refer as necessary ▪ Expand on the relationship between Transitional Care Center, Emergency Department, and Primary Care services 	<ul style="list-style-type: none"> ▪ Number of participants at events ▪ Number of education resources provided ▪ Increase in number of new primary care appointments ▪ Number of referrals provided 	<ul style="list-style-type: none"> ▪ Anne Arundel County Public Library and Government Agencies ▪ Businesses and Chambers of Commerce ▪ Chase Brexton Health Care ▪ Choice One Urgent Care ▪ Health Care and Social Services Providers ▪ Healthy Anne Arundel Coalition (HAAC) ▪ Maryland Health Care Connection ▪ Maryland Health for All ▪ Non-profit, Community and Faith-based Organizations
<p>Provide education to community on how to access and understand health care benefits, and provide resources as needed.</p> <p>Inform patients and family members of UM BWMC’s Financial Assistance Policy (FAP).</p>	Anne Arundel County	<ul style="list-style-type: none"> ▪ Maintain and provide resources for information on Medicaid, Medicare and commercial health insurance – refer to community organizations as necessary (e.g. FQHC, Maryland Health Connection) ▪ Make the UM BWMC Financial Assistance Policy available to all patients 	<ul style="list-style-type: none"> ▪ Number of patients assisted with UM BWMC FAP ▪ Number of education resources provided ▪ Number of community resource referrals ▪ Participant feedback ▪ Decrease in uninsured Emergency Department visits 	<ul style="list-style-type: none"> ▪ University of Maryland Health Advantage
Develop community partnerships to increase	Anne Arundel County	<ul style="list-style-type: none"> ▪ Provide free annual Influenza vaccines 		

access to free/low cost health screenings (e.g. blood pressure, vascular, cancer) and other health care services.		<ul style="list-style-type: none">▪ Provide community And referrals for follow up care, as needed▪ Provide information on the Anne Arundel County free/reduced fee Dental, Cervical and Breast Cancer Screening Program		
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Priority: Healthy and Safe Social Environments

Priority Area: Healthy and Safe Social Environments				
Goal: <i>Increase social support to youth and young adults.</i>				
Strategy	Target Population	Tactics	Outcome Measures	Resources/Partners
<p>Provide education and information on the importance of healthy social and physical relationships.</p> <p>Explore opportunities to partner with community organizations to educate youth on life skills topics (e.g. social media and its influence on social skills, body image, bullying, gang violence, and suicide).</p> <p>Promote education, information, and resources on adverse childhood experiences (ACEs).</p>	<p>Anne Arundel County, emphasis on youth and young adults under the age of 25 years and those who work with this population. Emphasis on North and West County, and individuals of health disparities.</p>	<ul style="list-style-type: none"> ▪ Community events/health fair outreach ▪ Participation on community boards (e.g. YWCA) ▪ Continued expansion of the S.A.F.E. program ▪ Lectures ▪ Provide resources on ACEs trainings held locally 	<ul style="list-style-type: none"> ▪ Number of attendees at events ▪ Number of education resources provided ▪ Increase in number of ED visits requiring S.A.F.E. Program ▪ Decrease in suicide related ED visits (<i>AACO DOH measures</i>) ▪ Decrease in suicide related Deaths among youth (<i>AACO measures</i>) ▪ Decrease in domestic violence (<i>AACO measures</i>) ▪ Participant feedback 	<ul style="list-style-type: none"> ▪ Anne Arundel County Public Library, Public Schools, and Government Agencies ▪ Anne Arundel County Head Start ▪ Anne Arundel County Partnership for Children, Youth and Families ▪ Community of Hope, Brooklyn Park ▪ Health Care, Behavioral Health and Social Services ▪ Healthy Anne Arundel Coalition (HAAC) ▪ Judy Center at Hilltop Elementary ▪ Non-profit, Community, and Faith-based Organizations
<p>Provide support to parents and/or guardians of young children.</p>	<p>Anne Arundel County, emphasis on those caring for young children age zero to five.</p>	<ul style="list-style-type: none"> ▪ Expand on partnership opportunities with the Judy Center at Hilltop Elementary ▪ Provide educational classes (e.g. Mom’s Morning Out) to help guardians positively manage stress and discipline children, limiting screen time and learn basic health care information for themselves and their child(ren) 	<ul style="list-style-type: none"> ▪ Number of attendees at events ▪ Number of education resources provided ▪ Participant feedback 	<ul style="list-style-type: none"> ▪ Safe Sitter, Inc. ▪ The Family Tree ▪ The Parenting Center at Anne Arundel Community College ▪ Y of Central Maryland ▪ YWCA of Annapolis and Anne Arundel County

Provide support to community organizations and school youth programs.	Anne Arundel County	<ul style="list-style-type: none"> ▪ Provide support for school STEM programs ▪ Participation in homeless youth programs ▪ Participation in youth development programs ▪ Continued support of advocacy efforts and other initiatives related to social determinants of health ▪ Provide Safe Sitter and Safe@Home classes 	<ul style="list-style-type: none"> ▪ Number of attendees at events ▪ Number of youth enrolled in classes ▪ Number of youth mentored
Provide support to reduce gun violence in the local community.	Anne Arundel County	<ul style="list-style-type: none"> ▪ Participate in the County's Gun Violence Prevention Task Force ▪ Participation in preparedness drills and training activities 	<ul style="list-style-type: none"> ▪ Leadership participation in the task force ▪ Number of drills/training activities

Section 4: Community Benefit Annual Reporting

UM BWMC and UMMS also produce an annual report to the community on our community health improvement activities. This report is available on UM BWMC's web site at: <https://www.umbwmc.org/community-benefit>. Paper copies of this report are also distributed throughout the community. Are we still doing the community health improvement report?

Each December, UM BWMC submits an annual report on our community benefit activities and financial investments to the Maryland Health Services Cost Review Commission, a state regulatory agency. This report includes an accounting of community benefit activities conducted by the hospital and a narrative which supplements the financial report. The major community benefit categories covered in the report include: community health services, health professions education, mission-driven health services, research, cash and in-kind contributions, community building activities, community benefit operations and charity care/patient financial assistance. This agency also provides feedback to each hospital on how they can enhance their community benefit activities and reporting. The community benefit reports from each Maryland hospital are posted online by Maryland Health Services Cost Review Commission at <http://www.hsrc.state.md.us>. We also report our community benefit activities to the federal Internal Revenue Service on the IRS Form 990, Schedule H.

UM BWMC staff regularly report on the status of community benefit activities to the medical center's Community Benefit Board and the Board of Directors, as detailed in the Community Benefit Operations and Oversight portion of this document.



Section 5: Conclusion

UM BWMC's mission is to provide the highest quality health care services to the communities we serve. The keyword for our community benefit work is communities. We extend our services beyond the hospital walls and outside of our campus through partnerships with organizations throughout our community. UM BWMC is proud to be a leader in helping to connect community members with the medical, behavioral and social resources necessary to help them lead healthier lives.



UM BWMC, true to our mission, will always provide high-quality and compassionate health care services. However, it is our hope that our community benefit programs will help people lead healthier lives so that they can avoid repeat visits to the Emergency Department and prevent admissions to the hospital. As part of our commitment to provide the highest quality of health care services to the communities we serve, UM BWMC is working to ensure patients can receive the right care, at the right place and at the right time. As such, our programs strive to provide information and resources in both hospital and community settings.

As the health care landscape in Maryland and the United States places an increased emphasis on keeping people healthier and out of the hospital, UM BWMC is poised to be a leader in promoting population health through our community benefit activities. We are able to successfully address that challenge due to our strong relationships within the health care system and throughout our community. UM BWMC collaborates with patients, families, community and faith-based organizations, government agencies, health care and social service providers, businesses and others to respond to the needs of our community. We look forward to the continued engagement of our community and the development of new relationships in the successful implementation of this plan.

For more information about our community benefit activities, please visit <https://www.umbwmc.org/community-benefit>, send an email to bwmcpr@umm.edu or call 410-553-8103. Should we keep this contact information or switch to your contact information?



Appendix A: Financial Assistance Policy Summary

University of Maryland Baltimore Washington Medical Center (UM BWMC) is committed to providing financial assistance to patients who have health care needs and are uninsured, underinsured, ineligible for a government program, or otherwise unable to pay for emergent and medically necessary care based on their individual financial situation.

It is the policy of UM BWMC to provide Financial Assistance based on indigence or high medical expenses for patients who meet specified financial criteria and request such assistance.

UM BWMC publishes the availability of Financial Assistance on a yearly basis in local newspapers and posts notices of availability at appropriate intake locations as well as the Billing Office. Notice of availability is also sent to patients with patient bills. Signage in key patient access areas is available. A Patient Billing and Financial Assistance Information Sheet is provided before discharge and is available to all patients upon request.

Financial Assistance may be extended when a review of a patient's individual financial circumstances has been conducted and documented. This should include a review of the patient's existing medical expenses and obligations (including any accounts having gone to bad debt, except those accounts that have gone to lawsuit and a judgment has been obtained) and any projected medical expenses. Financial Assistance Applications may be offered to patients whose accounts are with a collection agency and may apply only to those accounts on which a judgment has not been granted.

UM BWMC retains the right in its sole discretion to determine a patient's ability to pay. All patients presenting for emergency services will be treated regardless of their ability to pay. For emergent/urgent services, applications to the Financial Clearance Program will be completed, received and evaluated retrospectively and will not delay patients from receiving care.

For more information about UM BWMC's Financial Assistance Policy, visit umbwmc.org/financial-assistance or call: 410-821-4140.

If you cannot pay for all or part of your care from our hospital, you may be able to get free or lower cost services.

PLEASE NOTE:

1. We treat all patients needing emergency care, no matter what they are able to pay.
2. Services provided by physicians or other providers may not be covered by the hospital Financial Assistance Policy. You can call 410-821-4140 if you have questions.

How We Review Your Application

The hospital will look at your ability to pay for care. We look at your income and family size. You may receive free or lower costs of care if:

1. Your income or your family's total income is low for the area where you live, or
2. Your income falls below the federal poverty level if you had to pay for the full cost of your hospital care, minus any health insurance payments.

PLEASE NOTE:

If you are able to get financial help, we will tell you how much you can get. If you are not able to get financial help, we will tell you why not.

How To Apply For Financial Help

1. Fill out a Financial Assistance Application form.
2. Give us all of your information to help us understand your financial situation.
3. Turn the application form into us.

PLEASE NOTE:

The hospital must screen patients for Medicaid before giving financial help.

Other Helpful Information

1. You can get a free copy of our Financial Assistance Policy and Application form:
 - Online at www.umbwmc.org/financial-assistance
 - In person at the Patient Accounts Department —
UM Baltimore Washington Medical Center,
301 Hospital Drive, Glen Burnie, Maryland 21061
 - By mail: call 410-821-4140 to request a copy
2. You can call the Financial Assistance Department if you have questions or need help applying. You can also call if you need help in another language. Call: 410-821-4140.

Appendix B: Sample Community Benefit Partner List

Anne Arundel County Government Agencies, Schools and Coalitions

- Anne Arundel Community College
- Anne Arundel County Conquer Cancer Coalition
- Anne Arundel County Co-Occurring Disorders Steering Committee and Change Agent Committee
- Anne Arundel County Crisis Response
- Anne Arundel County Department of Aging and Disabilities
- Anne Arundel County Department of Health
- Anne Arundel County Department of Recreation and Parks
- Anne Arundel County Department of Social Services
- Anne Arundel County Drug and Alcohol Council Workgroup
- Anne Arundel County Executive's Office
- Anne Arundel County Fetal and Infant Mortality Review Team and Community Action Team
- Anne Arundel County Fire Department – Emergency Medical Services Division
- Anne Arundel County Head Start
- Anne Arundel County Mental Health Agency, Inc.
- Anne Arundel County Overdose Review Team
- Anne Arundel County Partnership for Children, Youth and Families
- Anne Arundel County Police Department
- Anne Arundel County Public Libraries
- Anne Arundel County Public Schools
- Anne Arundel County State's Attorney's Office
- Community of Hope, Brooklyn Park
- Healthy Anne Arundel Coalition
- Maryland Division of Early Childhood
- Maryland University of Integrative Health

Non-profit, Community and Faith-based Organizations

- American Cancer Society
- American Diabetes Association
- American Heart Association
- American Lung Association
- American Red Cross
- Arundel Community Development Services, Inc.
- Assistance League of the Chesapeake
- Boys and Girls Clubs of Annapolis and Anne Arundel County
- Burgers and Bands for Suicide Prevention
- Catholic Charities of Anne Arundel County
- Chesapeake Arts Center
- Churches including Abundant Life Church, Asbury Methodist Church, Brooklyn Community Methodist Church, Harundale Presbyterian Church, Heritage Community Church, Fresh Start Church

(Freetown), Light of the World Family Ministries, St Bernadette Parish (Severn), St Paul Lutheran Church, The Church at Severn Run, and others

- Community Foundation of Anne Arundel County
- Cribs for Kids
- Fort Meade Alliance
- Glen Burnie Improvement Association and other local neighborhood groups
- Greater Baybrook Alliance
- Hands of Hope
- Leadership Anne Arundel
- March of Dimes, Maryland Chapter
- National Alliance for the Mentally Ill, Anne Arundel County Chapter
- Partners in Care
- Safe Sitter, Inc.
- Severna Park Community Center
- The Family Tree
- The Arc Central Chesapeake Region
- United Black Clergy
- United Way of Central Maryland
- Y of Central Maryland
- YWCA of Annapolis and Anne Arundel County
- Zeta Phi Beta Sorority, Inc.

Health Care, Behavioral Health and Social Service Providers

- Choice One Urgent Care
- Federally Qualified Health Centers
 - Chase Brexton Health Care
 - Total Health Care
- Hospice of the Chesapeake
- Hospitals
 - Anne Arundel Medical Center
 - MedStar Harbor Hospital
 - University of Maryland Medical System Hospitals
- Maryland Health Care Connection
- Primary Care, Behavioral Health and Specialist Providers
 - Advanced Radiology
 - CVS Minute Clinics
 - University of Maryland Medical Group
- The Coordinating Center
- University of Maryland Health Advantage

Businesses and Chambers of Commerce

- Annapolis and Anne Arundel County Chamber of Commerce
- Arnold and Severna Park Chamber of Commerce
- Arundel Mills Mall
- BWI Partnership
- NAACP Anne Arundel County
- Northern Anne Arundel County Chamber of Commerce
- Pasadena Business Association
- Uber Health
- West County Chamber of Commerce

*Note: This list includes existing and planned collaborations

ⁱ Maryland Health Services Costs Review Commission, FY18 Community Benefit Reporting Guidelines and Standard Definitions

ⁱⁱ Chronic lower respiratory diseases include chronic obstructive pulmonary disease and asthma.