VI. Planning for Action and Monitoring Progress

A) Priorities & Implementation Planning
Based on the above assessment, findings, and priorities, the CET agreed to incorporate our identified priorities with Maryland’s State Health Improvement Plan (SHIP). Using the SHIP as a framework, the following matrix was created to show the integration of our identified priorities and their alignment with the SHIP’s Vision Areas (See Table 1). UMMC will also track the progress with long-term outcome objectives measured through the Maryland’s Department of Health & Mental Hygiene (DHMH). Short-term programmatic objectives, including process and outcome measures will be measured annually by UMMC for each priority areas 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 which is stated in the UMMC Community Outreach Plan. Because the Medical Center, serves the region and state, priorities may need to be adjusted rapidly 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 within the communities served at 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. Haiti disaster, weather disasters – earthquake, blizzards, terrorist attack
- **Urgent Response** - Urgent response to episodic community needs, i.e. H1N1/ Flu response
- **Sustained Response** - Ongoing response to long-term community needs, i.e. obesity and tobacco prevention education, health screenings, 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 on an ongoing basis and annually, and adjustments to programs will be as needed. All community benefits reporting will occur annually to meet state and federal reporting requirements.
<table>
<thead>
<tr>
<th>Maryland SHIP Vision Area</th>
<th>UMMC Priorities</th>
<th>SHIP Outcome Objectives</th>
</tr>
</thead>
</table>
| Healthy Babies           | Maternal/Child Health | 1) Reduce low birth weight (LBW) & very low birth weight (VLBW)  
                            |                  | 2) Reduce sudden unexpected infant deaths (SUIDS)  
                            |                  | 3) Increase the proportion of pregnant women starting prenatal care in the 1st trimester |
| Healthy Social Environments | Trauma/Violence Prevention | 1) Decrease rate of alcohol-impaired driving fatalities  
                                    |                  | 2) Decrease rate of distracted driving fatalities  
                                    |                  | 3) Reduce rate of recidivism due to violent injury |
| Safe Physical Environments | Trauma Prevention | 1) Decrease fall-related deaths  
                                   | Safe Kids      | 2) Reduce pedestrian injuries on public roads  
                                   |                  | 3) Increase access to healthy foods  
                                   |                  | (See below: Obesity) |
| Infectious Disease       | HIV Prevention/Treatment | 1) Reduce new HIV infections among adults & adolescents |
|                         | Influenza              | 1) Increase percentage of people vaccinated annually against seasonal influenza |
| Chronic Disease          | Obesity/Heart Disease/ Diabetes | 1) Increase the proportion of adults who are at a healthy weight  
                                    |                  | 2) Reduce the proportion of children & who are considered obese  
                                    |                  | 3) Increase access to healthy foods  
                                    |                  | 4) Reduce deaths from heart disease  
                                    |                  | 5) Reduce diabetes-related emergency room visits |
|                         | Cancer                 | 1) Reduce overall cancer death rate  
                                    |                  | 2) Reduce the proportion of adults who are current smokers |
| Healthcare Access        | Workforce Development  | 1) Increase the proportion of persons with health insurance |

**B) Unmet Community Needs**

Several additional topic areas were identified by the CET during the CHNA including: mental health, safe housing, transportation, and substance abuse. While the Medical Center will focus the majority of our efforts on the identified priorities outlined in the table above, 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 other health care organizations with our assistance as available. The unmet needs not addressed by UMMC 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.

Table 2 - UMMC Strategic Programs and Partners FYs ‘13-15

<table>
<thead>
<tr>
<th>Maryland SHIP Vision Area</th>
<th>UMMC Priorities</th>
<th>UMMC Strategic Community Programs</th>
<th>UMMC Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Healthy Babies</td>
<td>Maternal/Child Health</td>
<td>Prenatal Education &amp; Services</td>
<td>B’More Healthy Babies Stork’s Nest, Text4Baby, UM SOM</td>
</tr>
<tr>
<td>Healthy Social Environments</td>
<td>Trauma/Violence Prevention</td>
<td>Violence Intervention Program (VIP)</td>
<td>Baltimore City Health Dept., Roberta’s House</td>
</tr>
<tr>
<td>Safe Physical Environments</td>
<td>Trauma Prevention</td>
<td>Trauma Prevention B’More Safe</td>
<td>MIEMSS</td>
</tr>
<tr>
<td></td>
<td>Safe Kids</td>
<td>Safe Kids Programming</td>
<td>Safe Kids, Baltimore City Fire Dept, Maryland Car Seat Safety Program</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Influenza</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Free Fall Flu Clinics, Flu Prevention Ed</td>
<td>BCHD Flu Coalition</td>
</tr>
<tr>
<td>Chronic Disease</td>
<td>Obesity/Heart Disease/ Diabetes</td>
<td>Farmer’s Market, Get Fit Maryland, Get Fit Kids Obesity Prevention Initiative (Adults &amp; Children)</td>
<td>AHA, ADA, UMB Campus, UMMS City Hospitals, various Baltimore City Agencies</td>
</tr>
<tr>
<td>Cancer</td>
<td></td>
<td>Free Screenings - Mammograms/PAP Smears, Colorectal Smoking Cessation, Tobacco Prevention Ed</td>
<td>BCHD Cancer Coalition, BCHD Tobacco Coalition ACS, Komen Foundation, Ulman Foundation, UMMS City Hospitals, Red Devils, Leukemia &amp; Lymphoma Society</td>
</tr>
<tr>
<td>Healthcare Access</td>
<td>Workforce Development</td>
<td>Project Search, BACH Fellows, STRIVE Program</td>
<td>Balto City Public Schools, ARC Baltimore, Dress for Success</td>
</tr>
</tbody>
</table>
## Appendix 3 - Community Empowerment Action Plan

**Priority Area:** Maternal/Child Health

**Long Term Goal:**
1. Maryland SHIP#3: Reduce the percentage of births that are low birth weight (LBW). (Balto City Baseline: 12.8% ➤ 2014 Target: 8.5%)
2. Maryland SHIP#4: Reduce sudden unexpected infant deaths (SUIDS)
3. Maryland SHIP#6: Increase the proportion of pregnant women starting prenatal care in the 1st trimester. (Balto City Baseline: 75% ➤ 2014 Target: 84.2%)

<table>
<thead>
<tr>
<th>Annual Objective</th>
<th>Strategy</th>
<th>Target Population</th>
<th>Actions Description</th>
<th>Process Measures</th>
<th>Resources/Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the percentage of births that are low birth weight</td>
<td>Expand and support evidenced-based innovative prenatal programs that reduce LBW in West Baltimore Communities</td>
<td>Women in West Baltimore Communities</td>
<td>Expand B'More Health Babies to one additional community in West Baltimore with UM School of Social Work (Promise Heights Program) Support UM based Obstetrics program to expand “Centering” prenatal services</td>
<td>Enroll 50 additional women in the program Enroll 75 additional women in the Centering Prenatal care Program</td>
<td>UM School of Social Work, Promise Heights program UMMC Department of OB/GYN Maryland General</td>
</tr>
<tr>
<td>Increase the proportion of pregnant women starting prenatal care in the 1st Trimester</td>
<td>Educate women in West Baltimore to seek prenatal care within the 1st trimester</td>
<td>Women in West Baltimore Communities</td>
<td>Create innovative patient education materials to educate women on importance and benefits of starting prenatal care within 1st Trimester Distribute patient ed materials to empower women to seek care asap via health fairs, MCOs, and UMMC communication channels</td>
<td>3 types of educational materials/campaigns developed Communication /Education plan developed and implemented</td>
<td>Community Relations Dept of OB/GYN MD General CHES Program Family Medicine Faith Based Partners Morgan State University Stork’s Nest</td>
</tr>
</tbody>
</table>
**Community Empowerment Action Plan**

**Priority Area: Violence Prevention Program**

**Long Term Goal:**
Reduce the rate of recidivism due to violent injury. (Balto City Baseline: 2014 Target: Decrease by 10%)

<table>
<thead>
<tr>
<th>Annual Objective</th>
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<th>Process Measures</th>
<th>Resources/Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce the rate of recidivism due to violent injury</td>
<td>Provide access to evidence-based violence intervention program</td>
<td>Patients admitted due to violence over the age of 15 yrs</td>
<td>Provide case workers to enroll patient at bedside.</td>
<td>Reach:  - 200 copies of materials distributed  - 50 active clients  - 25 people attending group weekly</td>
<td>LCSW-C, Case/Outreach Worker</td>
</tr>
<tr>
<td>Educate community youth on the importance of violence prevention</td>
<td>Provide access to evidence-based violence intervention program</td>
<td>Middle school teens in Balto City</td>
<td>Offer weekly support group meetings after discharge.</td>
<td>Present Promoting Healthy Alternatives for Teens (PHAT) programs at Balto City middle and high schools  - 1,000 copies of materials distributed  - 40 Events attended  - 4,000 people attending events</td>
<td>Youth Engagement Coordinators</td>
</tr>
</tbody>
</table>
Community Empowerment Action Plan

Priority Area: Influenza Prevention

Long Term Goal:
1) Maryland SHIP#24: To increase the percentage of people vaccinated annually against seasonal influenza (Balto City Baseline: 37.4% 2014 MD Target: 61.5%)

<table>
<thead>
<tr>
<th>Annual Objective</th>
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<th>Target Population</th>
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<th>Process Measures</th>
<th>Resources/Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase percentage of vaccinated people annually against seasonal influenza</td>
<td>Expand access to free flu vaccines in targeted West Baltimore Zips</td>
<td>Adults &amp; Children in targeted West Baltimore Zips</td>
<td>Offer various free flu clinics in churches, seniors centers, and various community sites within various West Baltimore targeted zip codes. Provide 250 free vaccines to patients’ families (during patients’ hospitalization) during flu season. Provide information on prevention; dispel myths about how getting the vaccine gives you the flu. Partner with Balto City Health Dept/ ACE Coalition to provide free vaccines in convenient community locations. Obtain materials from MPP and Centers for Disease Control (CDC) on the importance of flu vaccination for distribution in churches, senior centers, website, and community sites.</td>
<td># of vaccinated community members annually</td>
<td>Baltimore City Health Department Influenza Coalition, CDC, DHMH</td>
</tr>
<tr>
<td>Educate on the importance of receiving annual flu vaccines and immunize against the flu</td>
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</table>

| # of vaccinated community members annually | 250 UMMC family members/public vaccinated | # of materials distributed | # of events attended | # of materials distributed |
## Community Empowerment Action Plan

**Priority Area:** HIV Prevention

**Long Term Goal:**
1) Maryland SHIP#20: Reduce new HIV infections (per 100,000) among adults & adolescents 13 yrs or older (Balto City Baseline: 94.6 > 2014 Target: 30.4)

<table>
<thead>
<tr>
<th>Annual Objective</th>
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<th>Process Measures</th>
<th>Resources/Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce new HIV infections among adults and adolescents 13 yrs and older</td>
<td>Provide access to free HIV screenings in targeted West Balto zip codes</td>
<td>Adults &amp; Adolescents in targeted West Baltimore Zips</td>
<td>Offer free HIV screenings in churches, seniors centers, and various community sites within various West Baltimore targeted zip codes</td>
<td># of community members screened for HIV annually</td>
<td>The JACQUES Initiative, CDC, DHMH, UMB Campus Schools</td>
</tr>
<tr>
<td></td>
<td>Expand capacity of HIV prevention through partnership with the JACQUES initiative</td>
<td></td>
<td></td>
<td># of community members HIV positive referred to treatment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Educate community on the importance of HIV prevention, screening, and early treatment</td>
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</tbody>
</table>

**Strategy:**
- Provide access to free HIV screenings in targeted West Balto zip codes
- Expand capacity of HIV prevention through partnership with the JACQUES initiative
- Educate community on the importance of HIV prevention, screening, and early treatment

**Target Population:** Adults & Adolescents in targeted West Baltimore Zips

**Actions Description:**
- Offer free HIV screenings in churches, seniors centers, and various community sites within various West Baltimore targeted zip codes
- Partner with the JACQUES Initiative and others to provide free screenings in convenient community locations.
- Provide counseling, educations, and referral to those identified as HIV positive
- Provide information on HIV prevention at various community events
- Obtain materials from CDC, DHMH, and others on the importance of HIV prevention, early detection and treatment for distribution in churches, senior centers, website, and community sites.
## Community Empowerment Action Plan

**Priority Area:** Chronic Disease – Obesity/Heart Disease/Diabetes

**Long-Term Goals:**
- **Healthy People 2020 NWS 9 (LHI)**: Reduce the proportion of adults who are obese
- **Healthy People 2020 NWS 10 (LHI)**: Reduce the proportion of children and adolescents who are obese
- **Healthy People 2020 NWS 14 & 15**: Increase the variety & contribution of fruits & vegetables to the diets of the population aged 2 yrs and older
- **Healthy People 2020 PA 2.4**: Increase the proportion of adults who meet the objectives for aerobic physical activity and for muscle-strengthening activity

1. **Maryland SHIP # 30** – Increase the proportion of adults who are at a healthy weight (Balto City Baseline: 33.1% > 2014 MD Target: 35.7%)
2. **Maryland SHIP #31** – Reduce the proportion of youth (ages 12-19) who are obese (Balto City Baseline: 17.4% > 2014 MD Target: 11.3%)
3. **Maryland SHIP #25** – Reduce deaths from heart disease (Deaths/100,000 age-adjusted) (Balto City Baseline: 259.7 > 173.4)
4. **Maryland SHIP #27** – Reduce diabetes-related emergency department visits (Balto City Baseline: 823.7 > 2014 MD Target: 330.0)

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>Increase the proportion of adults who are at a healthy weight</td>
<td>Educate &amp; engage community on the importance of healthy weight goals using evidenced-based research &amp; programs</td>
<td>Adults &amp; Youth in Priority Targeted Zips</td>
<td>Develop a resource guide on healthy weight utilizing an interdisciplinary team Engage targeted communities on healthy lifestyles: - Sponsor community meetings - Advocacy - Food Label Sessions - Cooking Demos/Tastings Develop &amp; distribute healthy food information at Lexington Market and UMMC Farmer’s Market Develop resource guide (pdf) to be used on website and for smaller community events as handout Provide info on healthy weight resources at every major outreach event: - Take a Loved One Event - Spring into Health Event</td>
<td>Reach: # of materials distributed per event and totals # of campaigns # of events featuring information # of people attending events</td>
<td>Verlyn Warrington, MD, Yvette Rooks, MD, UMMC Nutrition Dept., UMMC Nursing, UMB Campus, ADA, AHA</td>
</tr>
<tr>
<td>Reduce the proportion of youth who are obese</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

University of Maryland Medical Center 25
| Educate & engage community on the importance of daily physical activity guidelines using evidence-based research & programs | Adults and Children | Get Fit Maryland
Re-initiate GFM for adults in community
Provide pedometers to key community physicians for their practice
Provide group education to key community physician populations
Develop a prescription for fitness
Collaborate with Dept Parks & Rec to establish educational markers along key walking paths in city
Get Fit Kids
Provide GFK to at least 3 elementary schools annually
Provide pedometers to key community physicians for children 10-18 yrs
Develop & distribute physical activity guidelines and resource info at every major outreach event:
- Take a Loved One Event
- Spring into Health Event
- B'More Healthy Expo
- Diabetes Rally Week
- Healthy City Days
Develop resource guide (pdf) to be used on website and for smaller community | # of pedometers distributed
# of elementary schools participating
# of students participating
# of webpage hits | Verlyn Warrington, MD, Yvette Rooks, MD |
| Increase the variety of fruits & vegetables to the diets of the population aged 2 yrs and older | Improve access to variety of fruits & vegetables | Sponsor UMMC Farmer’s Market |
| Increase healthy food access | Promote awareness of healthy ways to prepare fruits & vegetables | - Build in WIC and SNAP voucher acceptance by vendors |
| | | - 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 |
| | | - Explore expansion of Farmer’s Market to an additional neighborhood location |

Adults & Children

Participate in Hollins Market Healthy Food Hub Expansion

| | | # of Farmer’s Markets held |
| | | # of vendors accepting WIC & SNAP vouchers |
| | | # of materials distributed |
| | | # of schools and children attending Farmer’s Market; Post-visit evaluation |

UMB Campus, BCPSS, UM BioPark
Community Empowerment Action Plan

Priority Area: Chronic Disease - Cancer

Long-Term Goals:
1) Maryland SHIP #26 – Reduce the overall cancer death rate (Balto City Baseline: 216.8\(\frac{1}{3}\) 2014 Maryland Target: 169.2)
2) Maryland SHIP #32 – Reduce the proportion of adults who are current smokers (Balto City Baseline: 24.7\% 2014 Maryland Target: 13.5)

<table>
<thead>
<tr>
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<th>Resources/Partners</th>
</tr>
</thead>
</table>
| Reduce the overall cancer death rate | Increase access to free cancer screenings | Adults | Provide free cancer screenings for:  
- Breast  
- Cervical  
- Colorectal  
- Prostate  
Provide referrals for treatment to identified positive screenings | # of individuals screened for each category  
# of individuals referred for treatment for each category | Baltimore City Cancer Program |
| Reduce the overall cancer death rate | Educate community on cancer prevention | Adults | Provide info on smoking cessation, secondhand smoke & tobacco prevention at every major outreach event:  
- Take a Loved One Event  
- Spring into Health Event  
- B'More Healthy Expo  
- Healthy City Days  
Develop resource guide (pdf) to be used on website and for smaller community events as handout | Reach:  
# of materials distributed per event and totals  
# of campaigns  
# of events featuring information  
# of people attending events  
# of web page hits | Baltimore City Health Department Tobacco Coalition |
| Reduce the overall cancer death rate | Support community partners r/t cancer treatment & prevention | Adults & Children | Partner with CBOs to provide education, funding & support of joint missions:  
- BCHD’s Cancer Coalition  
- ACS  
- Komen Foundation  
- Ulman Foundation | Amount of financial resources provided in $  
# of joint events/activities sponsored | Baltimore City Health Dept Cancer Coalition, ACS, Komen, Ulman Fund |
| Reduce the proportion of adults who are current smokers | Provide free smoking cessation & tobacco prevention resources to community | Adults | Provide info on smoking cessation, secondhand smoke & tobacco prevention at every major outreach event:  
- Take a Loved One Event  
- Spring into Health Event  
- B'More Healthy Expo  
- Healthy City Days | Provide free smoking cessation classes to individuals or groups on request | Reach:  
# of materials distributed per event and totals  
# of campaigns  
# of events featuring information  
# of people attending events | Maryland Quit Line, Baltimore City Health Department |
### Community Empowerment Action Plan

**Priority Area:** Workforce Development  
**Long Term Goal:**  
1) Maryland SHIP#36: Increase the proportion of persons with health insurance (Balto City Baseline: 80.9 2014 Target: 90.9)

<table>
<thead>
<tr>
<th>Annual Objective</th>
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<th>Process Measures</th>
<th>Resources/Partners</th>
</tr>
</thead>
</table>
| Increase the proportions of persons with health insurance | Implement a workforce pipeline that leads to career opportunities for underserved residents of West Baltimore | 1) 18-21 year old Baltimore City at risk youth  
2) Underemployed and unemployed populations | Provide training, coaching and employment for program participants | 35 gainfully employed individuals who have access to health insurance and other benefits for themselves and their families | VSP  
Center for Urban Families  
Helping Up Mission  
CatholicCharities  
SinaiHospital  
MayorsOfficeofEmploymentDevelopment |
## Priority Area: Workforce Development

### Long Term Goal:
1) Maryland SHIP#36: Increase the proportion of persons with health insurance (Balto City Baseline: 80.9 ➔ 2014 Target: 90.9)

<table>
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</tr>
</thead>
</table>
| Increase employment diversity of underrepresented groups in healthcare occupations | Focus on entry-level positions that are hard to fill with high demand. Act as a liaison between community partners, BCPS, and various Colleges and Universities | 1) Disabled youth/young adults pursing high school completion degrees 2) High School students currently enrolled in healthcare related vocational training 3) Minority College Students currently enrolled at a 4 year institution with healthcare or related focus | Provide training, coaching, internships, mentoring, interview training and job development | Internship will lead to higher employment rates of these minority groups | Baltimore City Public Schools  
Baltimore Alliance for Careers in Healthcare  
Various Colleges and Universities  
National Association of Health Service Executives  
Project Search (Annie E. Casey Foundation) |
### Priority Area: Workforce Development

**Long Term Goal:**
1) Maryland SHIP#36: Increase the proportion of persons with health insurance (Balto City Baseline: 80.9 ➤ 2014 Target: 90.9)

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</tr>
</thead>
<tbody>
<tr>
<td>Increase non-traditional applicant flow and direct hires from underserved communities</td>
<td>Participate in local job fair sponsored by community organizations and job development centers. Provide employer based skills training at Community partner facilities.</td>
<td>1) Clients of one stop career centers 2) Job Core graduates 3) Displaced manufacturing and labor skilled workers</td>
<td>Resume building, interview skill training, application assistance and soft skills training. Utilize vocational and technical skills training centers for advanced development.</td>
<td>Track and increase employees hiring efforts of job fair participants versus traditional recruitment.</td>
<td>Senator Ben Cardin Career Fair  Elijah Cummings Career Fair  America Works  Community College of Baltimore County  St. Frances Academy Community Center  Mayors Office of Employment Development  Helping Up Mission</td>
</tr>
</tbody>
</table>