

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 1 - UMMC Community Needs Assessment Priorities & Outcomes
FYs '13-15**

Maryland SHIP Vision Area	UMMC Priorities	SHIP Outcome Objectives
Healthy Babies	Maternal/Child Health	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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 Safe Kids	<ol style="list-style-type: none"> 1) Decrease fall-related deaths 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	<ol style="list-style-type: none"> 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	<ol style="list-style-type: none"> 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**

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

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 1 st trimester. (Balto City Baseline: 75% > 2014 Target: 84.2%0					
Annual Objective	Strategy	Target Population	Actions Description	Process Measures	Resources/Partners
Reduce the percentage of births that are low birth weight	Expand and support evidenced-based innovative prenatal programs that reduce LBW in West Baltimore Communities	Women in West Baltimore Communities	Expand B'More Health Babies to one additional community in West Baltimore with UM School of Social Work (Promise Heights Program)	Enroll 50 additional women in the program	UM School of Social Work, Promise Heights program
			Support UM based Obstetrics program to expand "Centering" prenatal services	Enroll 75 additional women in the Centering Prenatal care Program	UMMC Department of OB/GYN Maryland General
Increase the proportion of pregnant women starting prenatal care in the 1 st Trimester	Educate women in West Baltimore to seek prenatal care within the 1 st trimester		Create innovative patient education materials to educate women on importance and benefits of starting prenatal care within 1 st Trimester Distribute patient ed materials to empower women to seek care asap via health fairs, MCOs, and UMMC communication channels	3 types of educational materials/campaigns developed Communication /Education plan developed and implemented	Community Relations Dept of OB/GYN MD General CHES Program Family Medicine Faith Based Partners Morgan State University Stork's Nest

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%)					
Annual Objective	Strategy	Target Population	Actions Description	Process Measures	Resources/Partners
Reduce the rate of recidivism due to violent injury	Provide access to evidence-based violence intervention program	Patients admitted due to violence over the age of 15 yrs	Provide case workers to enroll patient at bedside. Offer weekly support group meetings after discharge.	Reach: <ul style="list-style-type: none"> • 200 copies of materials distributed • 50 active clients • 25 people attending group weekly 	LCSW-C, Case /Outreach Worker
	Educate community youth on the importance of violence prevention	Middle school teens in Balto City	Present Promoting Healthy Alternatives for Teens (PHAT) programs at Balto City middle and high schools Attend community events	<ul style="list-style-type: none"> • 1,000 copies of materials distributed • 40 Events attended • 4,000 people attending events 	Youth Engagement Coordinators

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%)

Annual Objective	Strategy	Target Population	Actions Description	Process Measures	Resources/Partners
Increase percentage of vaccinated people annually against seasonal influenza	Expand access to free flu vaccines in targeted West Balto zip codes	Adults & Children in targeted West Baltimore Zips	Offer various free flu clinics in churches, seniors centers, and various community sites within various West Baltimore targeted zip codes	# of vaccinated community members annually	Baltimore City Health Department Influenza Coalition, CDC, DHMH
			Provide 250 free vaccines to patients' families (during patients' hospitalization) during flu season.	250 UMMC family members/public vaccinated	
	Educate on the importance of receiving annual flu vaccines and immunize against the flu		Provide information on prevention; dispel myths about how getting the vaccine gives you the flu.	# of materials distributed	
			Partner with Balto City Health Dept/ ACE Coalition to provide free vaccines in convenient community locations.	# of events attended	
			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.	# 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)

Annual Objective	Strategy	Target Population	Actions Description	Process Measures	Resources/Partners
Reduce new HIV infections among adults and adolescents 13 yrs and older	Provide access to free HIV screenings in targeted West Balto zip codes	Adults & Adolescents in targeted West Baltimore Zips	Offer free HIV screenings in churches, seniors centers, and various community sites within various West Baltimore targeted zip codes	# of community members screened for HIV annually # of community members HIV positive referred to treatment	The JACQUES Initiative, CDC, DHMH, UMB Campus Schools
	Expand capacity of HIV prevention through partnership with the JACQUES initiative		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	# of materials distributed	
	Educate community on the importance of HIV prevention, screening, and early treatment		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.	# of events attended	

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)

Annual Objective	Strategy	Target Population	Actions Description	Process Measures	Resources/Partners
<p>Increase the proportion of adults who are at a health weight</p> <p>Reduce the proportion of youth who are obese</p>	Educate & engage community on the importance of healthy weight goals using evidenced-based research & programs	Adults & Youth in Priority Targeted Zips	<p>Develop a resource guide on healthy weight utilizing an interdisciplinary team</p> <p>Engage targeted communities on healthy lifestyles:</p> <ul style="list-style-type: none"> - Sponsor community meetings - Advocacy - Food Label Sessions - Cooking Demos/Tastings <p>Develop & distribute healthy food information at Lexington Market and UMMC Farmer's Market</p> <p>Develop resource guide (pdf) to be used on website and for smaller community events as handout</p> <p>Provide info on healthy weight resources at every major outreach event:</p> <ul style="list-style-type: none"> - Take a Loved One Event - Spring into Health Event 	<p>Reach:</p> <ul style="list-style-type: none"> # of materials distributed per event and totals # of campaigns # of events featuring information # of people attending events <p># of webpage hits</p> <p>Pre/Post Participant Survey</p>	<p>Verlyn Warrington, MD, Yvette Rooks, MD, UMMC Nutrition Dept., UMMC Nursing, UMB Campus, ADA, AHA</p>

			events as handout		
			Develop UMMC Diabetes/Weight Management Program		
Increase the variety of fruits & vegetables to the diets of the population aged 2 yrs and older Increase healthy food access	Improve access to variety of fruits & vegetables Promote awareness of healthy ways to prepare fruits & vegetables	Adults & Children	Sponsor UMMC Farmer's Market <ul style="list-style-type: none"> - 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 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>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%)					
Annual Objective	Strategy	Target Population	Actions Description	Process Measures	Resources/Partners
Reduce the overall cancer death rate	Increase access to free cancer screenings	Adults	Provide free cancer screenings for: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> - 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: <ul style="list-style-type: none"> • 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	<p>Provide info on smoking cessation, secondhand smoke & tobacco prevention at every major outreach event:</p> <ul style="list-style-type: none"> - Take a Loved One Event - Spring into Health Event - B'More Healthy Expo - Healthy City Days <p>Provide free smoking cessation classes to individuals or groups on request</p>	<p>Reach:</p> <ul style="list-style-type: none"> # of materials distributed per event and totals # of campaigns # of events featuring information # of people attending events <ul style="list-style-type: none"> # of classes offered # of participants Quit Rate 	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)

Annual Objective	Strategy	Target Population	Actions Description	Process Measures	Resources/Partners
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 Catholic Charities Sinai Hospital Mayors Office of Employment Development

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)

Annual Objective	Strategy	Target Population	Actions Description	Process Measures	Resources/Partners
<p>Increase employment diversity of underrepresented groups in healthcare occupations</p>	<p>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</p>	<p>1) Disabled youth/young adults pursuing 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</p>	<p>Provide training, coaching, internships, mentoring, interview training and job development</p>	<p>Internship will lead to higher employment rates of these minority groups</p>	<p>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)</p>

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)

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