

Q1. COMMUNITY BENEFIT NARRATIVE REPORTING INSTRUCTIONS

The Maryland Health Services Cost Review Commission (HSCRC or Commission) is required to collect community benefit information from individual hospitals in Maryland and compile it into an annual statewide, publicly available report. The Maryland General Assembly updated §19-303 of the Health General Article in the 2020 Legislative Session (HB1169/SB0774), requiring the HSCRC to update the community benefit reporting guidelines to address the growing interest in understanding the types and scope of community benefit activities conducted by Maryland's nonprofit hospitals in relation to community health needs assessments. The reporting is split into two components, a Financial Report and a Narrative Report. This reporting tool serves as the narrative report. Detailed reporting instructions have been distributed to your hospital's community benefit contacts, and additional copies can be requested at the email below.

In this reporting tool, responses are mandatory unless specifically marked as optional. If you submit a report without responding to each question, your report may be rejected. You would then be required to fill in the missing answers before resubmitting. Questions that require a narrative response have a limit of 20,000 characters. This report need not be completed in one session and can be opened by multiple users.

For technical assistance, contact HCBHelp@hilltop.umbc.edu.

Q2. Section I - General Info Part 1 - Hospital Identification

Q3. Please confirm the information we have on file about your hospital for the fiscal year.

	Is this information correct?		If no, please provide the correct information here:
	Yes	No	
The proper name of your hospital is: UMMC Midtown	<input checked="" type="radio"/>	<input type="radio"/>	
Your hospital's ID is: 210038	<input checked="" type="radio"/>	<input type="radio"/>	
Your hospital is part of the hospital system called University of Maryland Medical System	<input checked="" type="radio"/>	<input type="radio"/>	
The primary hospital community benefit (HCB) Narrative contact at your hospital is Christine Crabbs, Amy Gyau-Moyer	<input checked="" type="radio"/>	<input type="radio"/>	
The primary HCB Narrative contact email address at your hospital is Christine.Crabbs@umm.edu; Amy.GyauMoyer@umm.edu	<input checked="" type="radio"/>	<input type="radio"/>	
The primary HCB Financial report contact at your hospital is Michael Rosenbaum	<input type="radio"/>	<input checked="" type="radio"/>	Catherine Njoka
The primary HCB Financial report contact email at your hospital is mrosenbaum@umm.edu	<input type="radio"/>	<input checked="" type="radio"/>	cnjoka@umm.edu

Q4. Please select the community health statistics that your hospital uses in its community benefit efforts.

- Median household income
- Percentage below federal poverty level (FPL)
- Percent uninsured
- Percent with public health insurance
- Percent with Medicaid
- Mean travel time to work
- Percent speaking language other than English at home
- Race: percent White
- Race: percent Black
- Ethnicity: percent Hispanic or Latino
- Life expectancy
- Crude death rate
- Other

Q5. Please describe any other community health statistics that your hospital uses in its community benefit efforts.

Maternal/ Prenatal statistics, Infant Mortality, Substance Use, Food Insecurity and Healthy Food Priority Areas and other Social Needs index statistics, Vaccination Rates, UMMS Health Equity data, etc.

Q6. Attach any files containing community health statistics that your hospital uses in its community benefit efforts.

Q7. Section I - General Info Part 2 - Community Benefit Service Area

Q8. The next group of questions asks about the area where your hospital directs its community benefit efforts, called the Community Benefit Service Area. You may find [these community health statistics](#) useful in preparing your responses.

Q9. Please select the county or counties located in your hospital's CBSA.

- | | | |
|--|--|---|
| <input type="checkbox"/> Allegany County | <input type="checkbox"/> Charles County | <input type="checkbox"/> Prince George's County |
| <input type="checkbox"/> Anne Arundel County | <input type="checkbox"/> Dorchester County | <input type="checkbox"/> Queen Anne's County |
| <input checked="" type="checkbox"/> Baltimore City | <input type="checkbox"/> Frederick County | <input type="checkbox"/> Somerset County |
| <input type="checkbox"/> Baltimore County | <input type="checkbox"/> Garrett County | <input type="checkbox"/> St. Mary's County |
| <input type="checkbox"/> Calvert County | <input type="checkbox"/> Harford County | <input type="checkbox"/> Talbot County |
| <input type="checkbox"/> Caroline County | <input type="checkbox"/> Howard County | <input type="checkbox"/> Washington County |
| <input type="checkbox"/> Carroll County | <input type="checkbox"/> Kent County | <input type="checkbox"/> Wicomico County |
| <input type="checkbox"/> Cecil County | <input type="checkbox"/> Montgomery County | <input type="checkbox"/> Worcester County |

Q10. Please check all Allegany County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q11. Please check all Anne Arundel County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q12. Please check all Baltimore City ZIP codes located in your hospital's CBSA.

- | | | | |
|---|---|---|--------------------------------|
| <input checked="" type="checkbox"/> 21201 | <input type="checkbox"/> 21212 | <input type="checkbox"/> 21225 | <input type="checkbox"/> 21237 |
| <input type="checkbox"/> 21202 | <input type="checkbox"/> 21213 | <input type="checkbox"/> 21226 | <input type="checkbox"/> 21239 |
| <input type="checkbox"/> 21203 | <input type="checkbox"/> 21214 | <input type="checkbox"/> 21227 | <input type="checkbox"/> 21251 |
| <input type="checkbox"/> 21205 | <input checked="" type="checkbox"/> 21215 | <input type="checkbox"/> 21228 | <input type="checkbox"/> 21263 |
| <input type="checkbox"/> 21206 | <input checked="" type="checkbox"/> 21216 | <input checked="" type="checkbox"/> 21229 | <input type="checkbox"/> 21270 |
| <input type="checkbox"/> 21207 | <input checked="" type="checkbox"/> 21217 | <input checked="" type="checkbox"/> 21230 | <input type="checkbox"/> 21278 |
| <input type="checkbox"/> 21208 | <input type="checkbox"/> 21218 | <input type="checkbox"/> 21231 | <input type="checkbox"/> 21281 |
| <input type="checkbox"/> 21209 | <input type="checkbox"/> 21222 | <input type="checkbox"/> 21233 | <input type="checkbox"/> 21287 |
| <input type="checkbox"/> 21210 | <input checked="" type="checkbox"/> 21223 | <input type="checkbox"/> 21234 | <input type="checkbox"/> 21290 |
| <input type="checkbox"/> 21211 | <input type="checkbox"/> 21224 | <input type="checkbox"/> 21236 | |

Q13. Please check all Baltimore County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q14. Please check all Calvert County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q15. Please check all Caroline County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q16. Please check all Carroll County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q17. Please check all Cecil County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q18. Please check all Charles County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q19. Please check all Dorchester County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q20. Please check all Frederick County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q21. Please check all Garrett County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q22. Please check all Harford County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q23. Please check all Howard County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q24. Please check all Kent County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q25. Please check all Montgomery County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q26. Please check all Prince George's County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q27. Please check all Queen Anne's County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q28. Please check all Somerset County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q29. Please check all St. Mary's County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q30. Please check all Talbot County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q31. Please check all Washington County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q32. Please check all Wicomico County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q33. Please check all Worcester County ZIP codes located in your hospital's CBSA.

This question was not displayed to the respondent.

Q34. How did your hospital identify its CBSA?

Based on ZIP codes in your Financial Assistance Policy. Please describe.

Based on ZIP codes in your global budget revenue agreement. Please describe.

Based on patterns of utilization. Please describe.

CBSA is based on the top 60% of discharges in the past fiscal year.

Other. Please describe.

Q35. Provide a link to your hospital's mission statement.

<https://www.umms.org/about/mission-vision-values>

Q36. (Optional) Is there any other information about your hospital's Community Benefit Service Area that you would like to provide?

Q37. Section II - CHNAs and Stakeholder Involvement Part 1 - Timing & Format

Q38. Within the past three fiscal years, has your hospital conducted a CHNA that conforms to IRS requirements?

Yes

No

Q39. Please explain why your hospital has not conducted a CHNA that conforms to IRS requirements, as well as your hospital's plan and timeframe for completing a CHNA.

This question was not displayed to the respondent.

Q40. When was your hospital's most recent CHNA completed? (MM/DD/YYYY)

6/30/2021

Q41. Please provide a link to your hospital's most recently completed CHNA. Please provide the entire CHNA, not just an Executive Summary.

<https://www.umms.org/ummc/-/media/files/ummc/community/community-health-needs-assessment/chna-fy-2021.pdf?upd=20210629195808>

Q42. Please upload your hospital's most recently completed CHNA. Please provide the entire CHNA, not just an Executive Summary.

[CHNA FY 2021 - FINAL.pdf](#)
3.4MB
application/pdf

Q43. Section II - CHNAs and Stakeholder Involvement Part 2 - Internal CHNA Partners

Q44. Please use the table below to tell us about the internal partners involved in the development of your most recent CHNA.

	CHNA Activities										Other - If you selected "Other (explain)," please type your explanation below:
	N/A - Person or Organization was not Involved	N/A - Position or Department does not exist	Member of CHNA Committee	Participated in development of CHNA process	Advised on CHNA best practices	Participated in primary data collection	Participated in identifying priority health needs	Participated in identifying community resources to meet health needs	Provided secondary health data	Other (explain)	
CB/ Community Health/Population Health Director (facility level)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
CB/ Community Health/ Population Health Director (system level)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Senior Executives (CEO, CFO, VP, etc.) (facility level)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Senior Executives (CEO, CFO, VP, etc.) (system level)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Board of Directors or Board Committee (facility level)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Board of Directors or Board Committee (system level)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Clinical Leadership (facility level)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Clinical Leadership (system level)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Population Health Staff (facility level)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	N/A - Person or Organization was not Involved	N/A - Position or Department does not exist	Member of CHNA Committee	Participated in development of CHNA process	Advised on CHNA best practices	Participated in primary data collection	Participated in identifying priority health needs	Participated in identifying community resources to meet health needs	Provided secondary health data	Other (explain)	Other - If you selected "Other (explain)," please type your explanation below:
Population Health Staff (system level)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Community Benefit staff (facility level)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Community Benefit staff (system level)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Reviewed final report prior to submission.
Physician(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Nurse(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Social Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Hospital Advisory Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other (specify)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Q45. Section II - CHNAs and Stakeholder Involvement Part 3 - Internal Hospital Community Benefit Partners

Q46. Please use the table below to tell us about the internal partners involved in your community benefit activities during the fiscal year.

Local Health Departments -- Please list the Local Health Departments here:
 Baltimore City Health Department

Informed - To provide the community with balanced & objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions

Consulted - To obtain community feedback on analysis, alternatives and/or solutions

Involved - To work directly with community throughout the process to ensure their concerns and aspirations are consistently understood and considered

Collaborated - To partner with the community in each aspect of the decision including the development of alternatives & identification of the preferred solution

Delegated - To place the decision-making in the hands of the community

Community-Driven/Led - To support the actions of community initiated, driven and/or led processes

Identify & Engage Stakeholders

Define the community to be assessed

Collect and analyze the data

Select priority community health issues

Document and communicate results

Plan Implementation Strategies

Implement Improvement Plans

Evaluate Progress

Local Health Improvement Coalition -- Please list the LHICs here:
 Baltimore City LHIC

Informed - To provide the community with balanced & objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions

Consulted - To obtain community feedback on analysis, alternatives and/or solutions

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Maryland Department of Health

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Other State Agencies -- Please list the agencies here:

Informed - To provide the community with balanced & objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions

Consulted - To obtain community feedback on analysis, alternatives and/or solutions

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Local Govt. Organizations -- Please list the organizations here:
 Mayor's Office of Employment Development

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Faith-Based Organizations

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School - K-12 -- Please list the schools here:
 Cristo Rey Jesuit High School, James McHenry Elem/Middle School, Matthew Henson Elem. School, Dorothy Height Elem. School, Robert Coleman Elem. School, The Historic Samuel Coleridge/Taylor Elem. School, Vivien Thomas Medical Arts Academy, Edmonson Westside High School

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School - Colleges, Universities, Professional Schools -- Please list the schools here:
 University of Maryland Baltimore, Coppin University, Morgan University, Baltimore City Community College, Howard Community College

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Behavioral Health Organizations -- Please list the organizations here:
 Penn North Wellness & Recovery Center, Marian House

Informed - To provide the community with balanced & objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions

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Social Service Organizations -- Please list the organizations here:
 Baltimore Social Service Department, Safe House, Humanim, Paul's Place, PIVOT Baltimore, St. Vincent de Paul Society

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Consulted - To obtain community feedback on analysis, alternatives and/or solutions

Involved - To work directly with community throughout the process to ensure their concerns and aspirations are consistently understood and considered

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Post-Acute Care Facilities -- please list the facilities here:
 University of Maryland Rehabilitation & Ortho Institute

Informed - To provide the community with balanced & objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions

Consulted - To obtain community feedback on analysis, alternatives and/or solutions

Involved - To work directly with community throughout the process to ensure their concerns and aspirations are consistently understood and considered

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Community/Neighborhood Organizations -- Please list the organizations here:

Housing Authority of Baltimore City, Seton Hill Community Assoc., Fayette Street Community Outreach, Upton Planning Committee, Yale Heights Community Association, Druid Heights Community Development Corp., Southwest Partnership, Laburt Improvement Community Association

<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Informed - To provide the community with balanced & objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	Consulted - To obtain community feedback on analysis, alternatives and/or solutions	Involved - To work directly with community throughout the process to ensure their concerns and aspirations are consistently understood and considered	Collaborated - To partner with the community in each aspect of the decision including the development of alternatives & identification of the preferred solution	Delegated - To place the decision-making in the hands of the community	Community-Driven/Led - To support the actions of community initiated, driven and/or led processes		Identify & Engage Stakeholders	Define the community to be assessed	Collect and analyze the data	Select priority community health issues	Document and communicate results	Plan Implementation Strategies	Implement Improvement Plans	Evaluate Progress

Consumer/Public Advocacy Organizations -- Please list the organizations here:

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Other -- If any other people or organizations were involved, please list them here:

BACH, Building Steps, Caroline Center, Celebrate Us, Center for Urban Families, Turn Around Tuesday

<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Informed - To provide the community with balanced & objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions	Consulted - To obtain community feedback on analysis, alternatives and/or solutions	Involved - To work directly with community throughout the process to ensure their concerns and aspirations are consistently understood and considered	Collaborated - To partner with the community in each aspect of the decision including the development of alternatives & identification of the preferred solution	Delegated - To place the decision-making in the hands of the community	Community-Driven/Led - To support the actions of community initiated, driven and/or led processes		Identify & Engage Stakeholders	Define the community to be assessed	Collect and analyze the data	Select priority community health issues	Document and communicate results	Plan Implementation Strategies	Implement Improvement Plans	Evaluate Progress

Q49. Section II - CHNAs and Stakeholder Involvement Part 5 - Follow-up

Q50. Has your hospital adopted an implementation strategy following its most recent CHNA, as required by the IRS?

- Yes
- No

Q51. Please enter the date on which the implementation strategy was approved by your hospital's governing body.

6/7/2021

Q52. Please provide a link to your hospital's CHNA implementation strategy.

<https://www.umms.org/midtown/-/media/files/ummc/community/community-health-needs-assessment/chna-implementation-fy2021.pdf?upd=20210629195710>

Q53. Please upload your hospital's CHNA implementation strategy.

[CHNA Implementation FY2021 MTC.pdf](#)
1.3MB
application/pdf

Q54. Please explain why your hospital has not adopted an implementation strategy. Please include whether the hospital has a plan and/or a timeframe for an implementation strategy.

Q55. (Optional) Please use the box below to provide any other information about your CHNA that you wish to share.

Due to the Covid-19 pandemic, UMMC had to discontinue some of the CHNA work during FY2021 and FY2022. Some of the programs can only be offered in an in person capacity. Other programs were temporarily discontinued so that staff could support Covid-19 test and vaccine sites. Most of the CHNA work was re-initiated in FY2023.

Q56. (Optional) Please attach any files containing information regarding your CHNA that you wish to share.

Q57. Section II - CHNAs and Stakeholder Involvement Part 6 - Initiatives

Q58. Were all the needs identified in your most recently completed CHNA addressed by an initiative of your hospital?

- Yes
 No

Q59.

Using the checkboxes below, select the Community Health Needs identified in your most recent CHNA that were NOT addressed by your community benefit initiatives.

- | | |
|---|---|
| <input type="checkbox"/> Health Conditions - Addiction | <input type="checkbox"/> Health Behaviors - Vaccination |
| <input checked="" type="checkbox"/> Health Conditions - Arthritis | <input type="checkbox"/> Health Behaviors - Violence Prevention |
| <input checked="" type="checkbox"/> Health Conditions - Blood Disorders | <input type="checkbox"/> Populations - Adolescents |
| <input type="checkbox"/> Health Conditions - Cancer | <input type="checkbox"/> Populations - Children |
| <input type="checkbox"/> Health Conditions - Chronic Kidney Disease | <input type="checkbox"/> Populations - Infants |
| <input type="checkbox"/> Health Conditions - Chronic Pain | <input type="checkbox"/> Populations - LGBT |
| <input type="checkbox"/> Health Conditions - Dementias | <input type="checkbox"/> Populations - Men |
| <input type="checkbox"/> Health Conditions - Diabetes | <input type="checkbox"/> Populations - Older Adults |
| <input checked="" type="checkbox"/> Health Conditions - Foodborne Illness | <input type="checkbox"/> Populations - Parents or Caregivers |
| <input checked="" type="checkbox"/> Health Conditions - Health Care-Associated Infections | <input type="checkbox"/> Populations - People with Disabilities |
| <input type="checkbox"/> Health Conditions - Heart Disease and Stroke | <input type="checkbox"/> Populations - Women |
| <input type="checkbox"/> Health Conditions - Infectious Disease | <input type="checkbox"/> Populations - Workforce |
| <input type="checkbox"/> Health Conditions - Mental Health and Mental Disorders | <input type="checkbox"/> Settings and Systems - Community |
| <input checked="" type="checkbox"/> Health Conditions - Oral Conditions | <input type="checkbox"/> Settings and Systems - Environmental Health |
| <input type="checkbox"/> Health Conditions - Osteoporosis | <input checked="" type="checkbox"/> Settings and Systems - Global Health |
| <input type="checkbox"/> Health Conditions - Overweight and Obesity | <input type="checkbox"/> Settings and Systems - Health Care |
| <input type="checkbox"/> Health Conditions - Pregnancy and Childbirth | <input type="checkbox"/> Settings and Systems - Health Insurance |
| <input type="checkbox"/> Health Conditions - Respiratory Disease | <input type="checkbox"/> Settings and Systems - Health IT |
| <input type="checkbox"/> Health Conditions - Sensory or Communication Disorders | <input type="checkbox"/> Settings and Systems - Health Policy |
| <input type="checkbox"/> Health Conditions - Sexually Transmitted Infections | <input type="checkbox"/> Settings and Systems - Hospital and Emergency Services |
| <input type="checkbox"/> Health Behaviors - Child and Adolescent Development | <input type="checkbox"/> Settings and Systems - Housing and Homes |
| <input type="checkbox"/> Health Behaviors - Drug and Alcohol Use | <input type="checkbox"/> Settings and Systems - Public Health Infrastructure |
| <input type="checkbox"/> Health Behaviors - Emergency Preparedness | <input type="checkbox"/> Settings and Systems - Schools |
| <input type="checkbox"/> Health Behaviors - Family Planning | <input type="checkbox"/> Settings and Systems - Transportation |
| <input type="checkbox"/> Health Behaviors - Health Communication | <input type="checkbox"/> Settings and Systems - Workplace |
| <input type="checkbox"/> Health Behaviors - Injury Prevention | <input type="checkbox"/> Social Determinants of Health - Economic Stability |
| <input type="checkbox"/> Health Behaviors - Nutrition and Healthy Eating | <input type="checkbox"/> Social Determinants of Health - Education Access and Quality |
| <input type="checkbox"/> Health Behaviors - Physical Activity | <input type="checkbox"/> Social Determinants of Health - Health Care Access and Quality |
| <input type="checkbox"/> Health Behaviors - Preventive Care | <input type="checkbox"/> Social Determinants of Health - Neighborhood and Built Environment |
| <input type="checkbox"/> Health Behaviors - Safe Food Handling | <input type="checkbox"/> Social Determinants of Health - Social and Community Context |
| <input checked="" type="checkbox"/> Health Behaviors - Sleep | <input type="checkbox"/> Other Social Determinants of Health |

Health Behaviors - Tobacco Use

Other (specify)

Q60. Why were these needs unaddressed?

These needs did not align with the FY2021 CHNA and Implementation Plan. Our community benefit activities, resources and efforts are aligned to addressing the CHNA identified priorities. These areas, while still important to the health of the community, will be met through either existing clinical operations and/or, population health programs, and through collaboration with other health care organizations as needed. The unmet needs not addressed by this CHNA will also continue to be addressed by key Baltimore City governmental agencies and existing community-based organizations. In addition, there are population health initiatives that address these health needs, but they do not meet the definition of community benefit and as a result they were not reported here.

Q61. Please describe the hospital's efforts to track and reduce health disparities in the community it serves.

UMMS has developed a multi-year plan, backed by a \$40 million investment, that outlines our commitment to equity in care delivery, diversity in our workforce, meaningful investments in local communities and expanded opportunities for minority-owned businesses. Currently, we track data by race, ethnicity, gender, age and zip code to identify disparities (see CHNA). Our implementation plans will continue to track outcomes and we will adapt plans to meet the needs of the community and reduce health disparities. Furthermore, some of our programs such as diabetes prevention and workforce development target zip codes and populations (e.g. recently incarcerated) who have significant health disparity. In addition, UMMS has provided an EDI dashboard for all member hospitals across six health outcomes. Each hospital has identified which health equity program to address. UMMC MTC will focus on re-admissions and pediatric asthma to improve health outcomes for Black patients.

Q62. If your hospital reported rate support for categories other than Charity Care, Graduate Medical Education, and the Nurse Support Programs in the financial report template, please select the rate supported programs here:

- None
- Regional Partnership Catalyst Grant Program
- The Medicare Advantage Partnership Grant Program
- The COVID-19 Long-Term Care Partnership Grant
- The COVID-19 Community Vaccination Program
- The Population Health Workforce Support for Disadvantaged Areas Program
- Other (Describe)

Q63. (Optional) If you wish, you may upload a document describing your community benefit initiatives in more detail.

Q64. Section III - CB Administration

Q65. Does your hospital conduct an internal audit of the annual community benefit financial spreadsheet? Select all that apply.

- Yes, by the hospital's staff
- Yes, by the hospital system's staff
- Yes, by a third-party auditor
- No

Q66. Please describe the third party audit process used.

After completion, an internal review is performed by the UMMS Finance Department and the UMMS Senior Director, Community and Population Health. Then the report is provided to the Community Engagement Committee of the UMMC Board of Directors for review and approval prior to submission.

Q67. Does your hospital conduct an internal audit of the community benefit narrative?

- Yes
- No

Q68. Please describe the community benefit narrative audit process.

After completion, the UMMC Senior Vice President reviews the report along with the Senior Director, Community and Population Health. Then the report is provided to the Community Engagement Committee of the UMMC Board of Directors for review and approval prior to submission.

Q69. Does the hospital's board review and approve the annual community benefit financial spreadsheet?

- Yes
- No

Q70. Please explain:

This question was not displayed to the respondent.

Q71. Does the hospital's board review and approve the annual community benefit narrative report?

- Yes
- No

Q72. Please explain:

This question was not displayed to the respondent.

Q73. Does your hospital include community benefit planning and investments in its internal strategic plan?

- Yes
- No

Q74. Please describe how community benefit planning and investments were included in your hospital's internal strategic plan during the fiscal year.

As part of the strategic plan, which is conducted every five years, an annual operating plan is developed with several sources of data, and input from multiple stakeholders. We focus on the programs we offer, needs that are not being met, and barriers to service. Community investments and community benefits are one of the organization's seven strategic plan goals. The Medical Center develops annual strategic objectives and initiatives for the strategic plan goals and shares the same with the UMMS Board of Directors.

Q75. If available, please provide a link to your hospital's strategic plan.

Q76. Do any of the hospital's community benefit operations/activities align with the Statewide Integrated Health Improvement Strategy (SIHIS)? Please select all that apply and describe how your initiatives are targeting each SIHIS goal. [More information about SIHIS may be found here.](#)

- Diabetes - Reduce the mean BMI for Maryland residents

The Johns Hopkins Health System (JHHS) and the University of Maryland Medical Center (UMMC) have created the Baltimore Metropolitan Diabetes Regional Partnership (BMDRP) to address diabetes prevention and management in Baltimore. BMDRP has built infrastructure and aims to increase access to DPP for the prevention of type 2 diabetes in 20% more of the population with prediabetes and will aim to expand access to DSMT for management of diabetes in 25% more of the population with diabetes. Both programs are designed to reduce BMI through healthy eating and increase in physical activity.

- Opioid Use Disorder - Improve overdose mortality

This initiative is provided through our population health programs and not identified as community benefit.

- Maternal and Child Health - Reduce severe maternal morbidity rate

This initiative is provided through our population health programs and not identified as community benefit.

- Maternal and Child Health - Decrease asthma-related emergency department visit rates for children aged 2-17

A health equity committee was convened including physicians, nurses, community health staff, and patients to work with a consultant to develop a plan to improve health outcomes.

- None of the Above

Q77. (Optional) Did your hospital's initiatives during the fiscal year address other state health goals? If so, tell us about them below.

Q78. Section IV - Physician Gaps & Subsidies

Q79. (Optional) Please attach any files containing further information and data justifying physician subsidies at your hospital.

(This year, all information on physician gap subsidies is collected on the financials. However, if you have additional information on these subsidies to report, you may do so through attachments here.)

Q80. Section V - Financial Assistance Policy (FAP)

Q81. Upload a copy of your hospital's financial assistance policy.

[UMMS Financial Assistance Policy 070123 English.pdf](#)
301KB
application/pdf

Q82. Provide the link to your hospital's financial assistance policy.

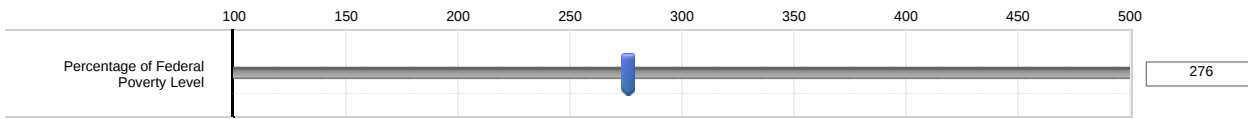
<https://www.umms.org/patients-visitors/umms-financial-assistance>

Q83. Has your FAP changed within the last year? If so, please describe the change.

- No, the FAP has not changed.
- Yes, the FAP has changed. Please describe:

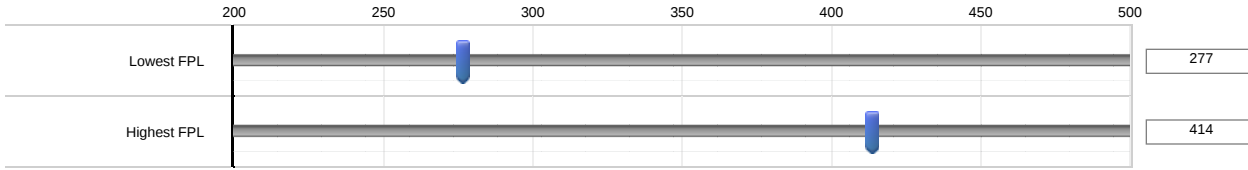
Q84. Maryland acute care and chronic care hospitals are required under Health General §19-214.1(b)(2)(i) COMAR 10.37.10.26(A-2)(2)(a)(i) to provide free medically necessary care to patients with family income at or below 200 percent of the federal poverty level (FPL).

Please select the percentage of FPL below which your hospital's FAP offers free care.



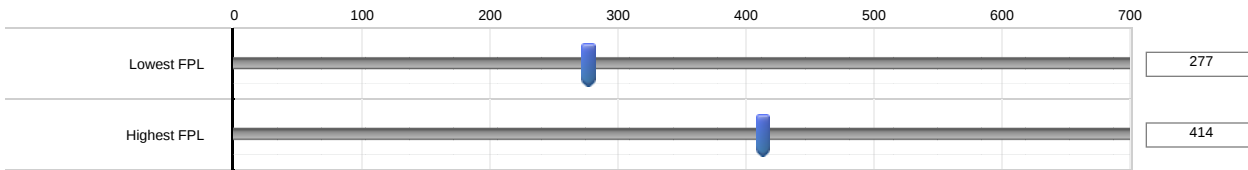
Q85. Maryland acute care and chronic care hospitals are required under COMAR 10.37.10.26(A-2)(2)(a)(ii) to provide reduced-cost, medically necessary care to low-income patients with family income between 200 and 300 percent of the federal poverty level.

Please select the range of the percentage of FPL for which your hospital's FAP offers reduced-cost care.

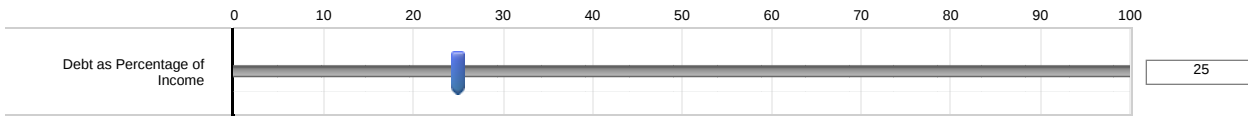


Q86. Maryland acute care and chronic care hospitals are required under Health General §19-214.1(b)(2)(iii) COMAR 10.37.10.26(A-2)(3)(a) to provide reduced-cost, medically necessary care to patients with family income below 500 percent of the federal poverty level who have a financial hardship. Financial hardship is defined in Health General §19-214.1(a)(2) and COMAR 10.37.10.26(A-2)(1)(b)(i) as a medical debt, incurred by a family over a 12-month period that exceeds 25 percent of family income.

Please select the range of the percentage of FPL for which your hospital's FAP offers reduced-cost care for financial hardship.



Q87. Please select the threshold for medical debt as a percentage of family income above which qualifies as a financial hardship.



Q88. Section VI - Tax Exemptions

Q89. Per Health General Article §19-303 (c)(4)(ix), list each tax exemption your hospital claimed in the preceding taxable year (select all that apply)

- Federal corporate income tax
- State corporate income tax
- State sales tax
- Local property tax (real and personal)
- Other (Describe)

Q90. Summary & Report Submission

Q91. **Attention Hospital Staff! IMPORTANT!**

You have reached the end of the questions, but you are not quite finished. Your narrative has not yet been fully submitted. Once you proceed to the next screen using the right arrow button below, you cannot go backward. You cannot change any of your answers if you proceed beyond this screen.

We strongly urge you to contact us at hcbhelp@hilltop.umbc.edu to request a copy of your answers. We will happily send you a pdf copy of your narrative that you can share with your leadership, Board, or other interested parties. If you need to make any corrections or change any of your answers, you can use the Table of Contents feature to navigate to the appropriate section of the narrative.

Once you are fully confident that your answers are final, return to this screen then click the right arrow button below to officially submit your narrative.

Location Data

Location: [\[39.3046, -76.6412\]](#)

Source: GeoIP Estimation





UNIVERSITY of MARYLAND
MEDICAL CENTER

COMMUNITY HEALTH NEEDS

ASSESSMENT & IMPLEMENTATION PLAN

EXECUTIVE SUMMARY • FY2022-FY2024



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Executive Summary

Overview

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

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

Our Mission

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


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

Our Vision

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

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

Our Values



UNIVERSITY
of MARYLAND
MEDICAL
CENTER

RESPECT AND INTEGRITY
We Honor All People

TEAMWORK AND COLLABORATION
We Are Better Together

EXCELLENCE AND INNOVATION
We Seek To Advance

DIVERSITY AND INCLUSION
We Value Each Other

Our Values

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

Our Community Anchor Mission

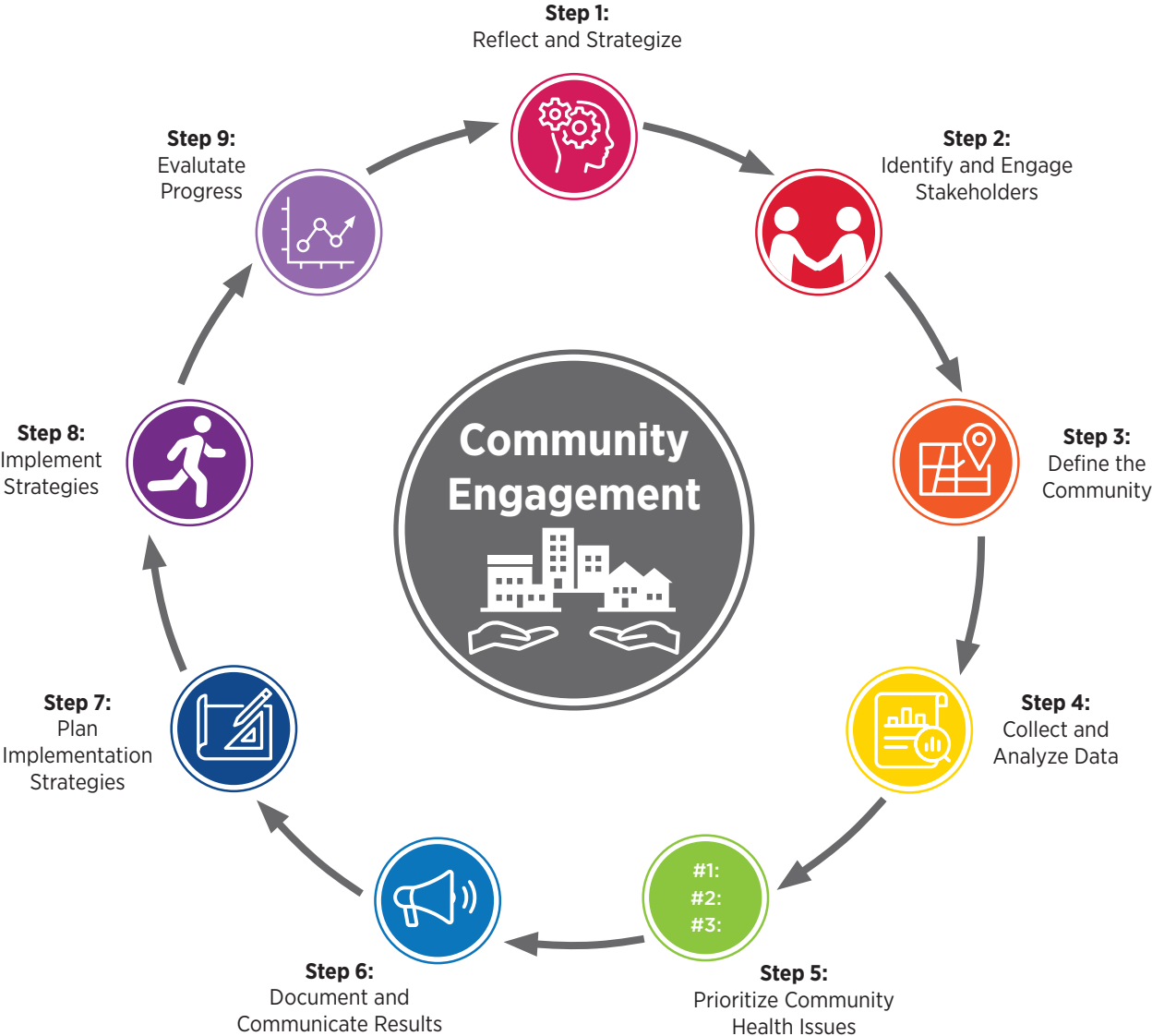
As the two largest anchor institutions in West Baltimore, we will work in partnership with our community, to build and support a healthy, empowered, socially cohesive, and revitalized community.

Process

I. Establishing the Assessment and Infrastructure

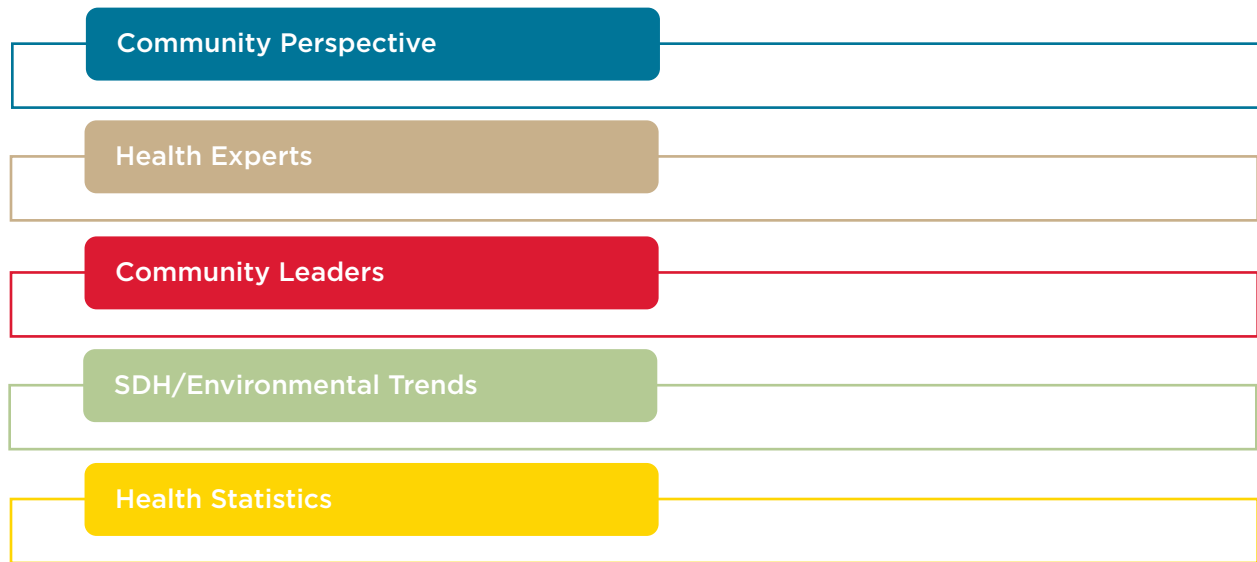
To complete a comprehensive assessment of the health needs of the community, the Association for Community Health Improvement's (ACHI) 9-step Community Health Assessment Process was utilized as an organizing methodology. The UMMC Community Health Improvement Team (CHI Team) served as the lead team to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

Figure 1 - ACHI 9-Step Community Health Assessment Process



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

Figure 2 - 5 Step Assessment and Engagement Model



II. Defining the Purpose and Scope

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

Primary Community Benefit Service Area

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

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

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

Community Health Needs Assessment Community Benefit Service Area

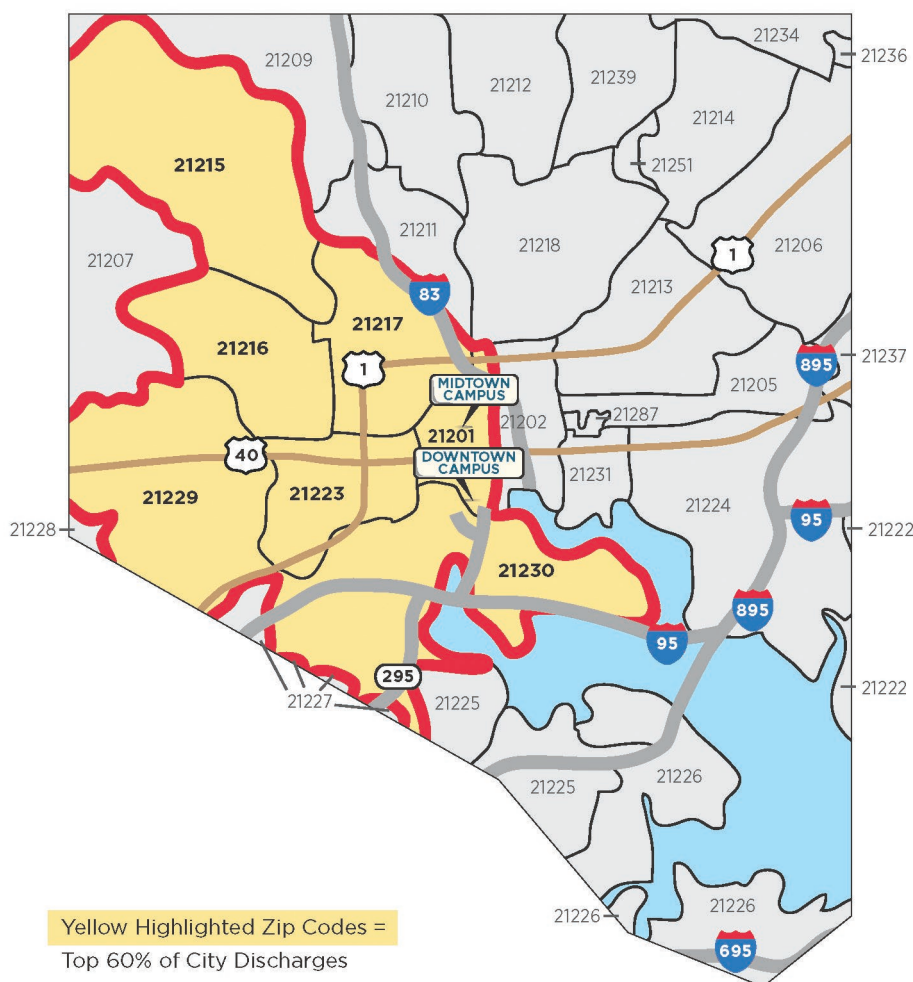


Figure 3B – U.S. Census Demographics: Baltimore City, MD

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

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

III. Collecting and Analyzing Data

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

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

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

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

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

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

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

A) COMMUNITY PERSPECTIVE

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

Methods

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

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

Results

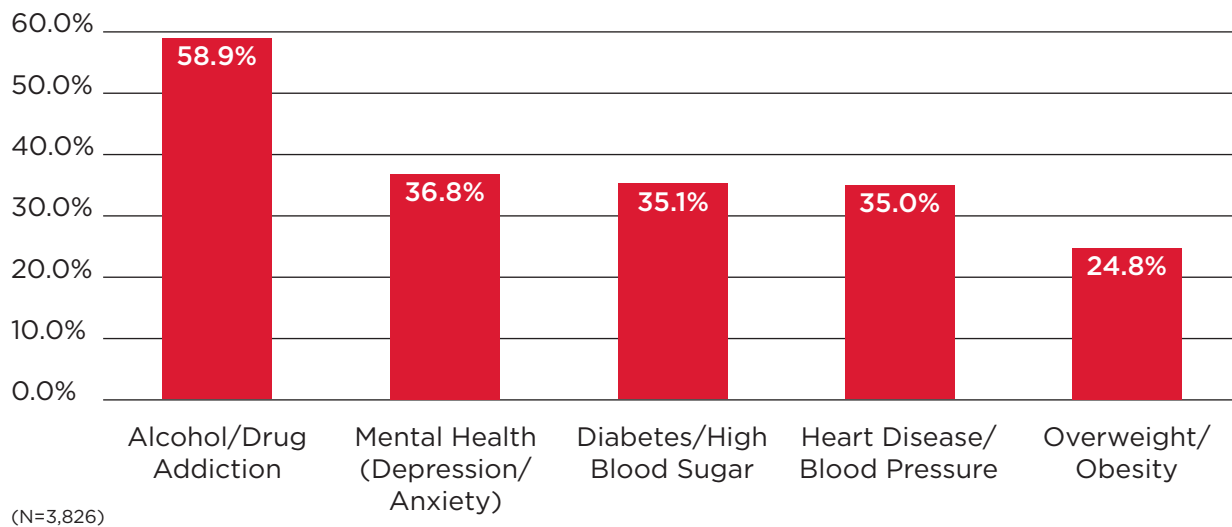
- Top 5 Health Concerns:** (See Figure 4)
 - Alcohol/Drug Addiction
 - Mental Health
 - Diabetes/High Blood Sugar
 - Heart Disease/High Blood Pressure
 - Overweight/Obesity

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

Community's Top Health Concerns - Baltimore City

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

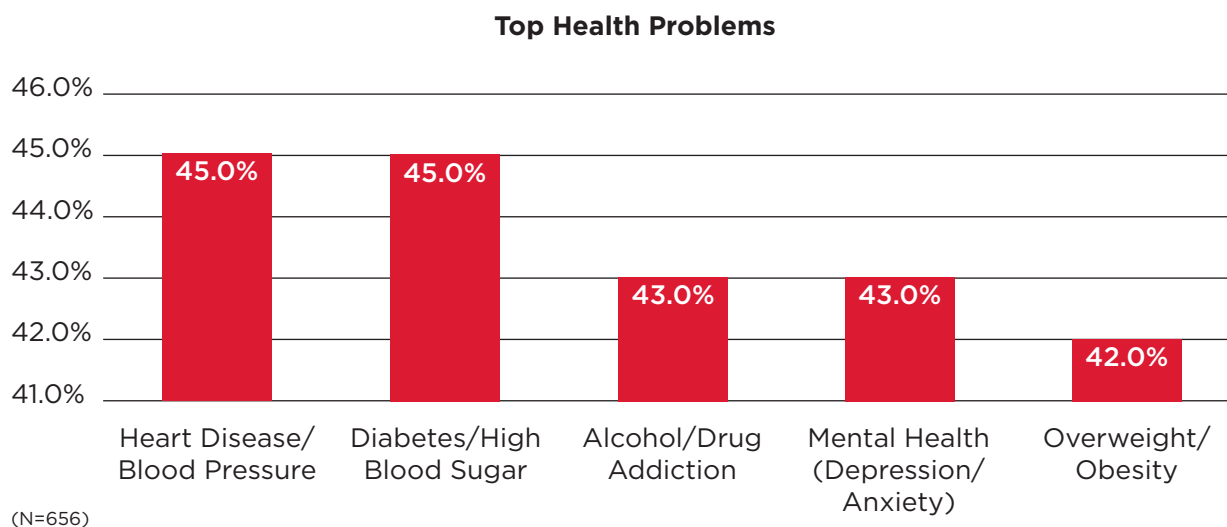
Figure 4 - Top Health Problems - Baltimore City



Top Health Concerns - Community Benefits Service Area

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

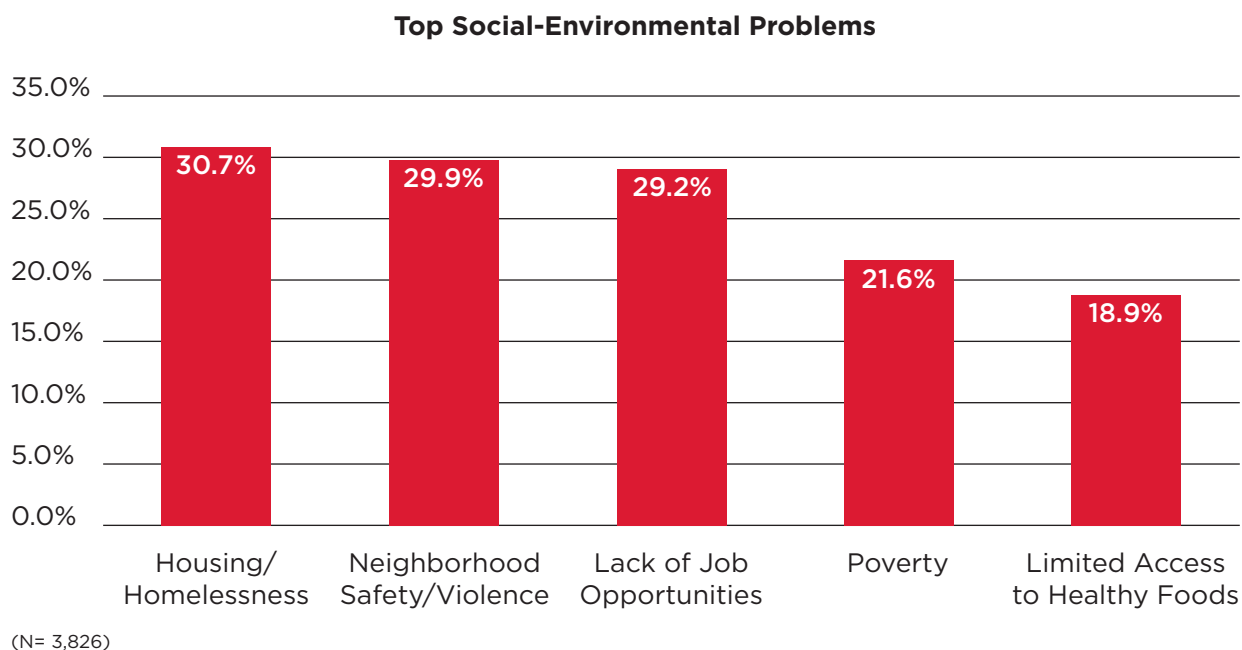
Figure 5 - Top Health Problems - Community Benefits Service Area



Community's Top Social/Environmental Issues - Baltimore City

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

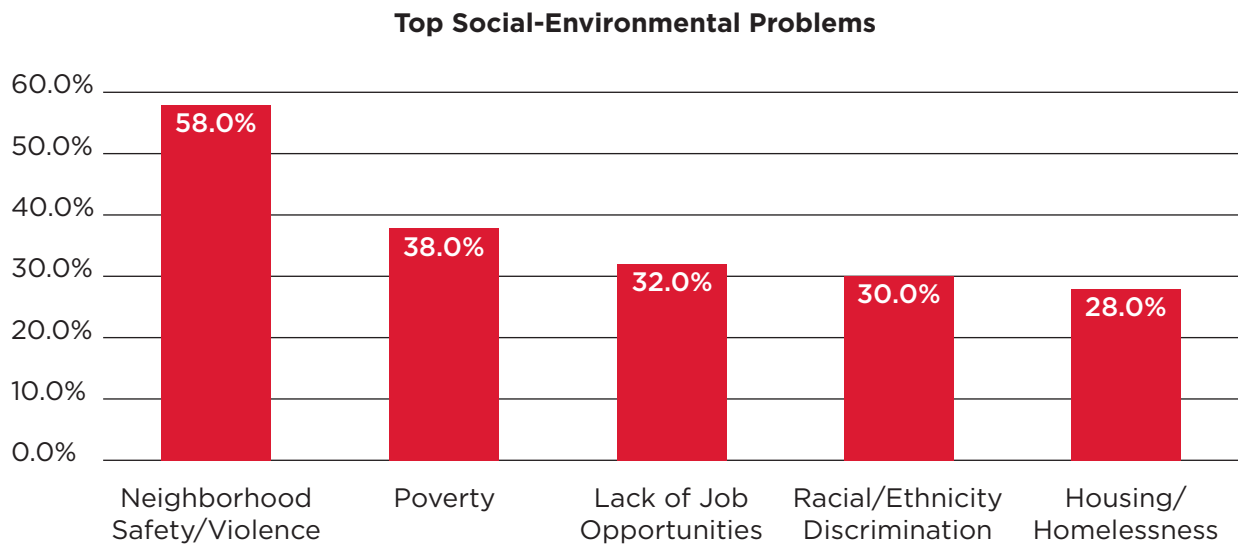
Figure 6 - Top Social-Environmental Problems - Baltimore City



Top Social/Environmental Issues - Community Benefits Service Area

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

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

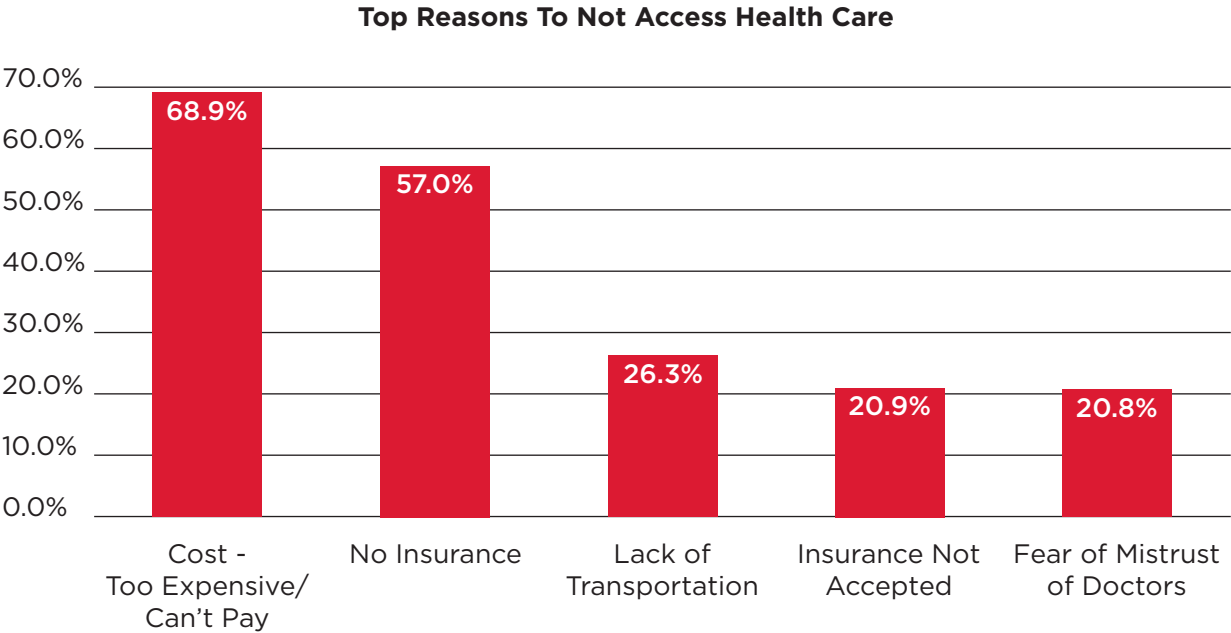


(N = 656)

Community's Top Barriers to Health Care - Baltimore City

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

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

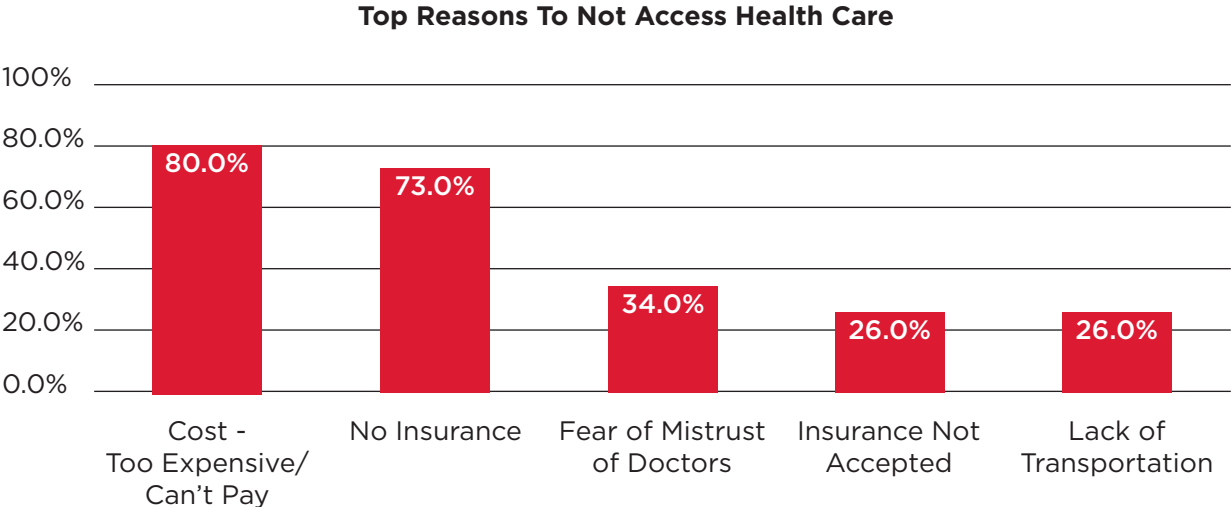


(N = 3,826)

Top Barriers to Health Care - Community Benefits Service Area

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

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



(N = 656)

B) HEALTH EXPERTS

Methods

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

Results

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

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

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

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

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

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

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

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

C) COMMUNITY LEADERS

Methods

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

Results

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

Top Needs

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

Top Barriers

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

Suggestions for Improvement

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

D) SOCIAL DETERMINANTS OF HEALTH (SDH)

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

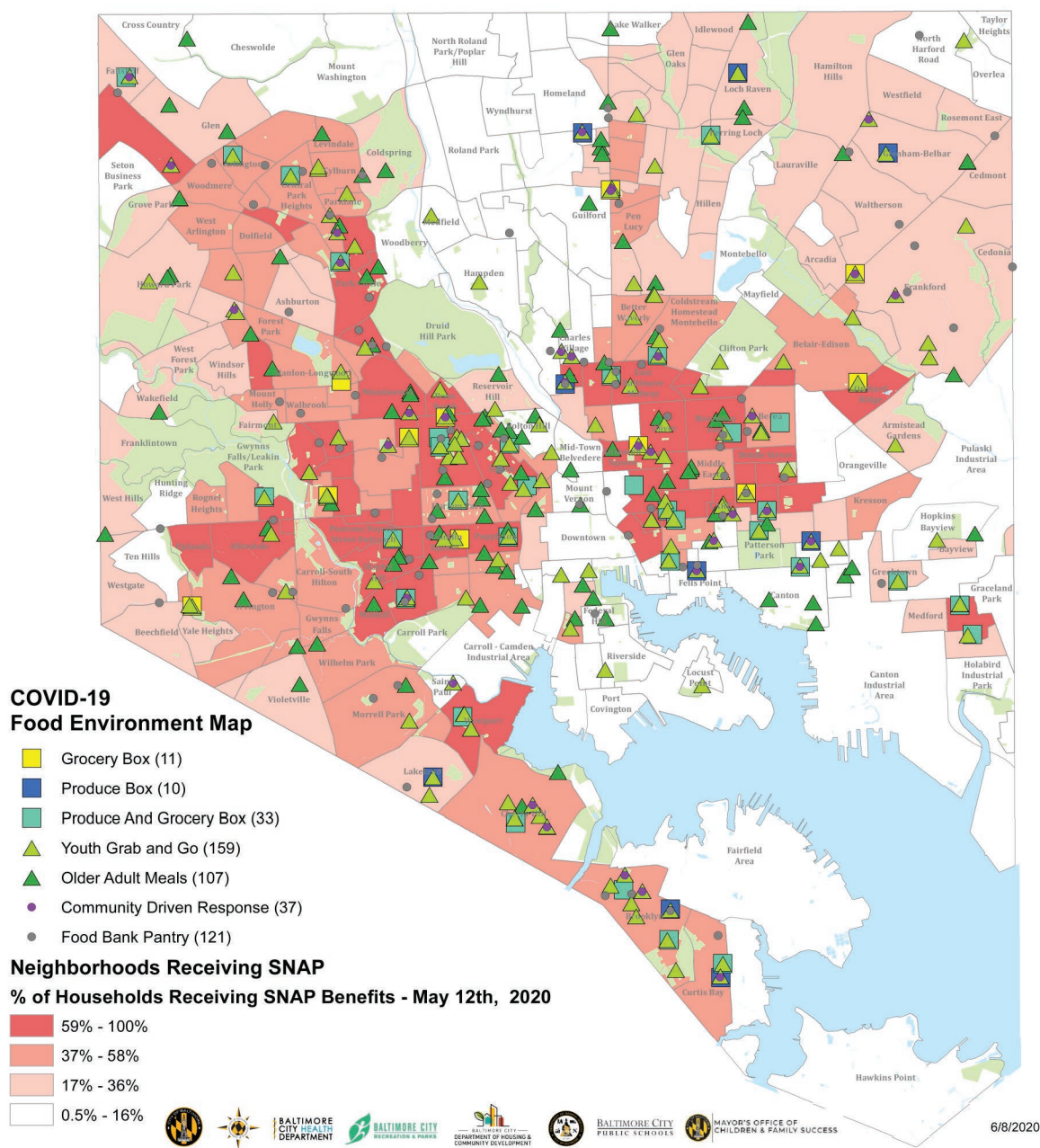
Methods

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

Results

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

Figure 11 - Baltimore City Food Environment Map



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

E) HEALTH STATISTICS/INDICATORS

Methods

Reviewed the following data to inform our CHNA:

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

Results

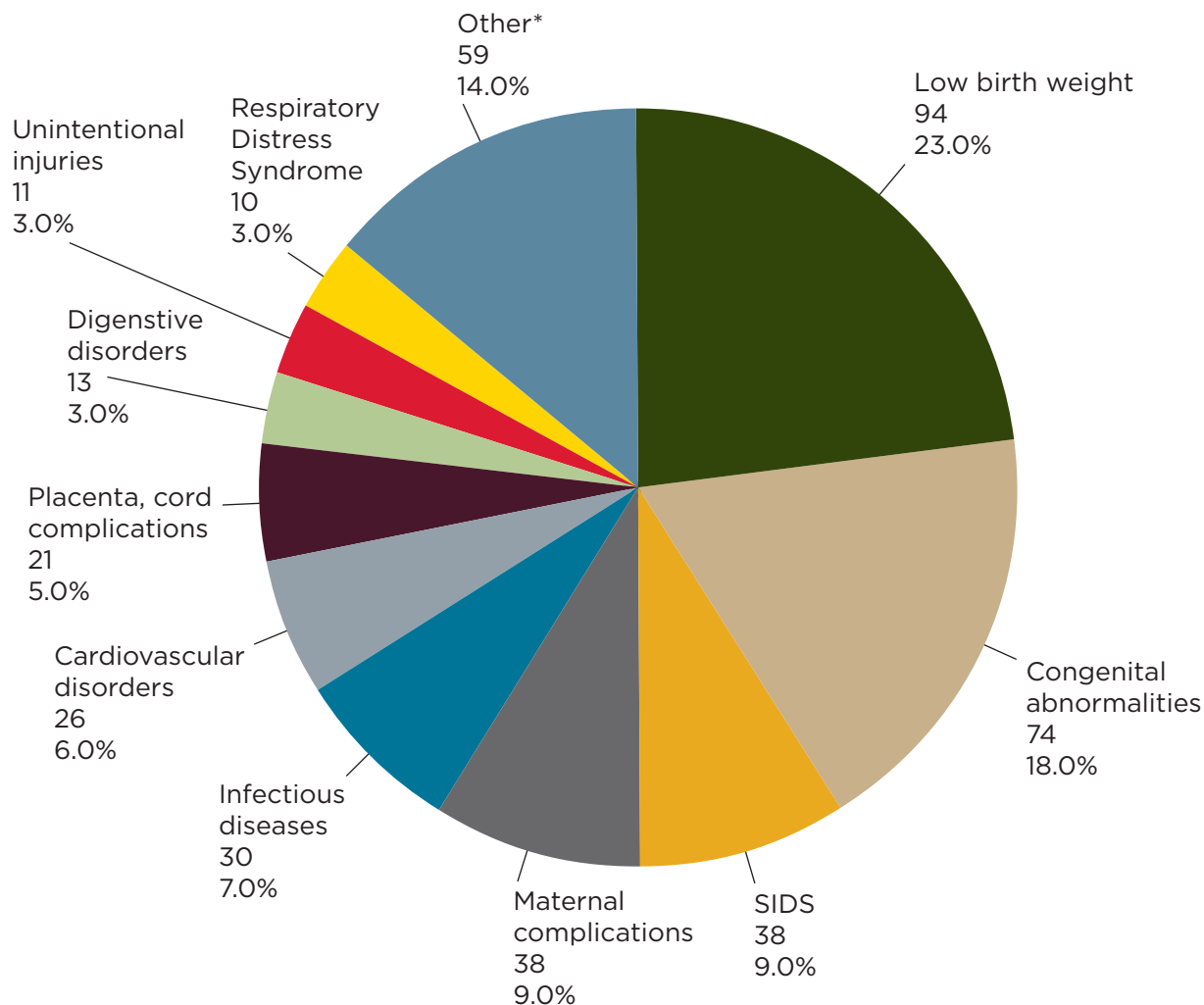
- Baltimore City Health Outcomes Summary** (See Appendix 2)
- Baltimore City Health Rankings** (See Figure 13)
- Top 3 Causes of Death in Baltimore City in rank order:**
 - Heart Disease
 - Cancer
 - Stroke
- Maternal Morbidity Rate** (See Figure 11 below)
- Cause of Pediatric Deaths**
 - High Rate of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

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

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

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

Figure 13 - Leading Cause of Infant Death, Maryland 2019



*INCLUDES CAUSES OF DEATH WITH <10 EVENTS

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

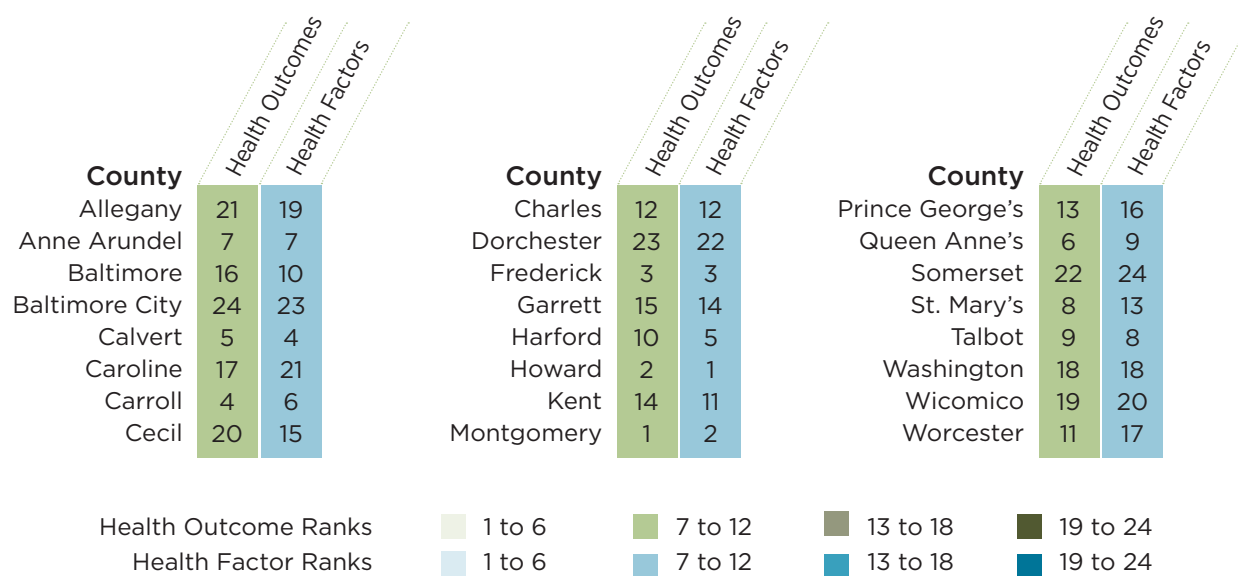
Health Outcomes

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

Health Factors

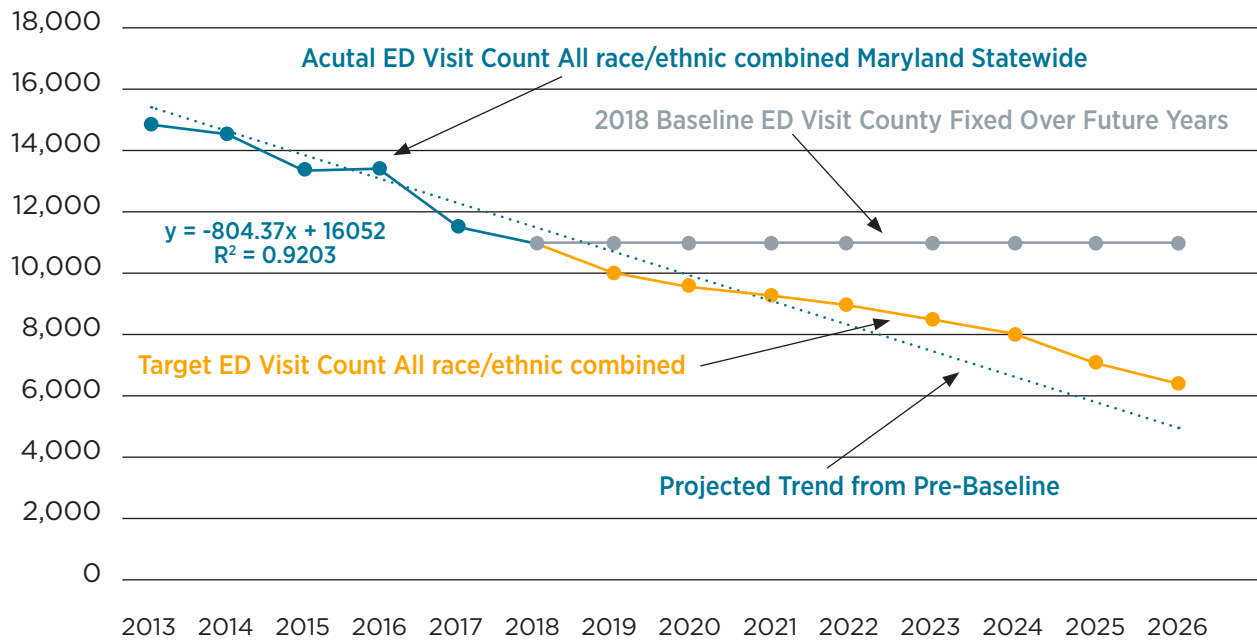
The overall rankings in health factors represent what influences the health of a county. They are an estimate of the future health of counties as compared to other counties within a state. The ranks are based on four types of measures: health behaviors, clinical care, social and economic, and physical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

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



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

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



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

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

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

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

IV. Selecting Priorities

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

Adult Health Priorities

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

Social Determinants of Health Priorities

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

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

Children Health Priorities

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

V. Documenting and Communicating Results

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

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

VI. Planning for Action and Monitoring Progress

A) PRIORITIES AND IMPLEMENTATION PLANNING

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

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

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

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

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

B) UNMET COMMUNITY NEEDS

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

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

VII. Implementation Plans FY2022-2024

UMMC Strategic Programs FY2022-2024

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

FY2022-FY2024 Community Health Improvement Implementation Plan - Mental Health

PRIORITY AREA: Mental Health - FY2022-FY2024

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

FY2022-2024 Community Health Improvement Implementation Plan – Substance Abuse

PRIORITY AREA: Substance Abuse

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

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

PRIORITY AREA: Maternal and Child Health

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

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

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

PRIORITY AREA: Chronic Disease - Cardiovascular Disease/Obesity

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

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

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

PRIORITY AREA: Chronic Disease - HIV/HCV Prevention

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Reduce the incidence of HIV infection

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

1. Reduce new HIV/HCV infections. HP2030: 3,835 persons
2. Increase access to care and improving health outcomes for people living with HIV and HCV
3. Reducing HIV-related health disparities
4. Achieve a coordinated response to the HIV epidemic

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

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

FY2022-2024 Community Health Improvement Implementation Plan – Diabetes Prevention

PRIORITY AREA: Diabetes

Objectives Supporting SIHIS and The National Prevention Strategy:

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

Annual Objective	Strategy	Target Population	Actions Description
Increase diabetes awareness and healthy lifestyles to prevent and manage diabetes	Engage the church in a variety of year around activities to improve health of church members living with diabetes and their families	Adults and youth in six church communities within the targeted zip code	Offer six educational workshops, then a support group 1x/month for 9 months following the workshop series Each workshop is 1-1.5 hours Content areas: Diabetes Basics, Fitness, healthy eating, Heart health, Diabetes prevention for children
Increase the proportion of adults who are at a healthy weight Provide three cohorts of DPP/annually	CDC Diabetes Prevention Program (DPP)	Adults in Priority Targeted zip codes	Offer the CDC National Diabetes Prevention Program: for people at risk with diabetes 16-week program and a monthly post core follow-up
Increase the variety of fruits and vegetables to the diets of the population aged 2 yrs. and older Increase healthy food access	Improve access to variety of fruits and vegetables Promote awareness of healthy ways to prepare fruits and vegetables	Adults and children	BDS Healthy Aging Networks Monthly series on <i>Fruits and Veggies Matters</i> with basket of produce. Cooking demo. The goal of this series is to increase intake of produce of the participants Each seminar will identify fruit and vegetables of the season and feature a recipe will be provided. The participants will be challenged to try a new fruit and or vegetable and create a new recipe.
Decrease food insecurity in the diabetes population served at UMCDE	Therapeutic Food Pantry Access	Positive screening for food insecurity while living with diabetes	Providers and MAs will screen for food insecurity at office visit If positive for food insecurity, CHW will provide a bag of food The patient will be contacted monthly for a bag of groceries

FY2022-2024 Community Health Improvement Implementation Plan - Violence Prevention

PRIORITY AREA: Violence Prevention

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

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

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

CALCULATED FROM 342 DEATHS IN 2017 (1F)

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

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

PRIORITY AREA: Local Hiring/Career Advancement

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

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

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

PRIORITY AREA: Pediatrics Mental Health

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

FY2022-2024 Community Health Improvement Implementation Plan – Pediatrics Asthma

PRIORITY AREA: Pediatrics Asthma

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

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

FY2022-2024 Community Health Improvement Implementation Plan – Pediatrics Obesity

PRIORITY AREA: Pediatrics Obesity

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

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

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

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

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

COVID-19 QUESTIONS

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

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

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

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

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

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

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

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

-
- Don't know or prefer not to answer

BALTIMORE HEALTH SNAPSHOT SURVEY 2017 V2

Thank you for completing the survey!

VIX. Appendix 2

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

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

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

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

Legend:

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

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

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

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

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

X. Appendix 3

Community Partner Focus Groups and Workgroup Participants

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

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

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

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

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

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

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

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

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

XI. Appendix 4

Priority Setting Strategy/Process

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

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

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

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

XII. Appendix 5

Community Health Improvement and Engagement Team

MEMBERS

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R Adams Cowley Shock Trauma Center

Justin Graves, MS, RN, Director of Materials Management, Logistics and Sustainability, UMMC

Karen Warmkessel, Manager, Communications, UMMC

Angela Ginn-Meadow, RD, LDN, CDE, Senior Diabetes Education Coordinator, UM Center for
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Massiel Garcia, MBA, Program Director, Institute for Human Virology, UM Midtown Campus

CLINICAL EXPERT ADVISORS

Charles Callahan, DO, Vice President, Population Health

Tina Cafeo, DNP, RN, Vice President, Patient Care Services, Medicine, Surgery, and
Cardiovascular Medicine

XIII. Appendix 6

Community Health Needs Assessment Collaborators/Partners

UNIVERSITY OF MARYLAND BALTIMORE ACADEMIC PARTNERS

University of Maryland School of Medicine

Wendy Lane, MD, MPH
Associate Professor
Department of Epidemiology and Public Health

University of Maryland Baltimore President's Office

Ashley Vallis, Director, Community Engagement

University of Maryland School of Nursing

Kathryn Lothschuetz Montgomery, PhD, RN, NEA-BC
Associate Professor and Chair Department of Partnerships, Professional Education, and Practice

University of Maryland School of Social Work

Bronwyn Mayden, MSW
Assistant Dean, Continuing Professional Education
Executive Director, Promise Heights

University of Maryland Baltimore Office of External Affairs

Brian Sturdivant, Director, Community Affairs

University of Maryland Medical Children's Hospital

Steven Czinn, DNP, Chair and Director

Johns Hopkins Health System

Sharon Tiebert-Maddox, Director, Strategic Initiatives

Mercy Medical Center

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

Ascension Saint Agnes

Dawn O'Neil, Vice President, Population Health

LifeBridge Health

Martha D. Nathanson, Vice President, Government Relations and Advocacy

MedStar Health

Pegeen Townsend, Vice President, Government Affairs

XIV. Appendix 7

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DOWNTOWN

22 S. Greene Street
Baltimore, MD 21201

MIDTOWN

827 Linden Avenue
Baltimore, MD 21201



UNIVERSITY of MARYLAND
MEDICAL CENTER

COMMUNITY HEALTH NEEDS ASSESSMENT

IMPLEMENTATION PLAN

FY2022-FY2024



IV. Selecting Priorities

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

Adult Health Priorities

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

Social Determinants of Health Priorities

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

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

Children Health Priorities

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

V. Documenting and Communicating Results

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

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

VI. Planning for Action and Monitoring Progress

A) PRIORITIES AND IMPLEMENTATION PLANNING

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

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

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

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

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

B) UNMET COMMUNITY NEEDS

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

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

VII. Implementation Plans FY2022-2024

UMMC Strategic Programs FY2022-2024

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

FY2022-FY2024 Community Health Improvement Implementation Plan - Mental Health

PRIORITY AREA: Mental Health - FY2022-FY2024

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

FY2022-2024 Community Health Improvement Implementation Plan – Substance Abuse

PRIORITY AREA: Substance Abuse

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

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

PRIORITY AREA: Maternal and Child Health

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

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

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

PRIORITY AREA: Chronic Disease - Cardiovascular Disease/Obesity

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

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

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

PRIORITY AREA: Chronic Disease - HIV/HCV Prevention

Objectives Supporting SIHIS and The National Prevention Strategy:

1. Reduce the incidence of HIV infection

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

1. Reduce new HIV/HCV infections. HP2030: 3,835 persons
2. Increase access to care and improving health outcomes for people living with HIV and HCV
3. Reducing HIV-related health disparities
4. Achieve a coordinated response to the HIV epidemic

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

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

FY2022-2024 Community Health Improvement Implementation Plan – Diabetes Prevention

PRIORITY AREA: Diabetes

Objectives Supporting SIHIS and The National Prevention Strategy:

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

Annual Objective	Strategy	Target Population	Actions Description
Increase diabetes awareness and healthy lifestyles to prevent and manage diabetes	Engage the church in a variety of year around activities to improve health of church members living with diabetes and their families	Adults and youth in six church communities within the targeted zip code	Offer six educational workshops, then a support group 1x/month for 9 months following the workshop series Each workshop is 1-1.5 hours Content areas: Diabetes Basics, Fitness, healthy eating, Heart health, Diabetes prevention for children
Increase the proportion of adults who are at a healthy weight Provide three cohorts of DPP/annually	CDC Diabetes Prevention Program (DPP)	Adults in Priority Targeted zip codes	Offer the CDC National Diabetes Prevention Program: for people at risk with diabetes 16-week program and a monthly post core follow-up
Increase the variety of fruits and vegetables to the diets of the population aged 2 yrs. and older Increase healthy food access	Improve access to variety of fruits and vegetables Promote awareness of healthy ways to prepare fruits and vegetables	Adults and children	BDS Healthy Aging Networks Monthly series on <i>Fruits and Veggies Matters</i> with basket of produce. Cooking demo. The goal of this series is to increase intake of produce of the participants Each seminar will identify fruit and vegetables of the season and feature a recipe will be provided. The participants will be challenged to try a new fruit and or vegetable and create a new recipe.
Decrease food insecurity in the diabetes population served at UMCDE	Therapeutic Food Pantry Access	Positive screening for food insecurity while living with diabetes	Providers and MAs will screen for food insecurity at office visit If positive for food insecurity, CHW will provide a bag of food The patient will be contacted monthly for a bag of groceries

FY2022-2024 Community Health Improvement Implementation Plan - Violence Prevention

PRIORITY AREA: Violence Prevention

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

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

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

CALCULATED FROM 342 DEATHS IN 2017 (1F)

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

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

PRIORITY AREA: Local Hiring/Career Advancement

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

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

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

PRIORITY AREA: Pediatrics Mental Health

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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

FY2022-2024 Community Health Improvement Implementation Plan – Pediatrics Asthma

PRIORITY AREA: Pediatrics Asthma

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

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

FY2022-2024 Community Health Improvement Implementation Plan – Pediatrics Obesity

PRIORITY AREA: Pediatrics Obesity

Objectives Supporting SIHIS and The National Prevention Strategy:

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

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




DOWNTOWN

22 S. Greene Street
Baltimore, MD 21201

MIDTOWN

827 Linden Avenue
Baltimore, MD 21201

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	EFFECTIVE DATE: 09/18/19	REVISION DATE(S): 07/01/23
SUBJECT: UMMS Financial Assistance Policy		

KEY WORDS:

Financial Assistance, Financial Hardship, Financial Clearance, Medical Assistance

OBJECTIVE/BACKGROUND:

The purpose of the following policy statement is to describe the financial assistance application process, how applications are reviewed and determinations of eligibility are made, eligibility criteria for financial assistance programs (including presumptive eligibility and financial hardship assistance), financial clearance of patients with medically unique or humanitarian needs, how UMMS notifies patients of the availability financial assistance availability, the appeal process, and extraordinary collection actions.


APPLICABILITY:

This policy applies to all team members, vendors, and agents [volunteers, medical team members] of any of the following University of Maryland Medical System member organizations:

- | | |
|---|---------------------------------------|
| University of Maryland Medical Center (UMMC) | UM Upper Chesapeake Health (UCHS) |
| UM Midtown Campus (MTC) | UM Capital Region Health (UMCRH) |
| UM Rehabilitation & Orthopaedic Institute (UMROI) | UM Physician Networks (UMPN) |
| UM St. Joseph Medical Center (UMSJMC) | UMMS Outpatient Rx Weinberg |
| UM Baltimore Washington Medical Center (UMBWMC) | UMMC Pharmacy at Redwood |
| UM Shore Regional Health (UMSRH) | UMMS Pharmacy Services |
| UM Shore Medical Center at Dorchester (UMSMCD) | UMMC Mid-Town Campus Pharmacy |
| UM Shore Medical Center at Easton (UMSME) | UMMC Pharmacy at Capital Region |
| UM Charles Regional Medical Center (UMCRMC) | UMMC Pharmacy at Baltimore Washington |

DEFINITIONS:

Federal Poverty Level	A measure of income issued every year by the Department of Health and Human Services (HHS). Federal poverty levels are used to determine eligibility for certain programs and benefits.
Financial Hardship	Instances in which member organization charges incurred at UMMS member organizations for medically necessary treatment by a family household over a twelve (12) month period that exceeds 25% of that family’s annual income.
MDH Limits	Refers to the income eligibility limits for reduced cost care, set by Maryland Department of Health (MDH) office of Medical Assistance Planning. The State of Maryland accepted the Federal Medicaid expansion on January 1, 2014 vs the Federal Poverty Levels, under the Affordable Care Act, which expanded the eligible income limits for Maryland Medicaid. UMMS adopted these new limits for the reduced cost care sliding scale, as set forth in Attachment A.
Medical Debt	Out-of-pocket expenses, including co-payments, coinsurance, and deductibles, incurred at UMMS member organizations for medically necessary treatment.
Presumptive Eligibility	Instances in which information provided by the patient or through other sources provides sufficient evidence that the patient is eligible for financial assistance, but there is no financial assistance form on file.

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POLICY:

The University of Maryland Medical System (“UMMS”) is committed to providing financial assistance to persons 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 the University of Maryland Medical System (“UMMS”) member organizations to provide financial assistance which meets or exceeds the requirements set forth by the State of Maryland for patients who meet specified financial criteria and request such assistance.

- I. Free Care** - Those with income up to 200% of the income eligibility limits established by the Maryland Department of Health are eligible for free care.
- II. Reduced Cost Care** - Those between 200% and 300% of the income eligibility limits established by the Maryland Department of Health are eligible for discounts on a sliding scale, as set forth in Attachment A.
- III. Financial Hardship** - Those who otherwise do not qualify for financial assistance under the primary guidelines of this policy, but for whom their medical debt incurred at all UMMS member organizations exceeds 25% of the Family Annual Household Income, are eligible for financial hardship assistance.

Payment plans are also available to all patients. Plan terms may be modified at the request of the patient. Additional information on payment plans is available in the UMMS Payment Plan Policy. UMMS 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, financial assistance applications will be completed, received, and evaluated retrospectively and will not delay patients from receiving care.


PROCEDURE:

I. How To Apply for Financial Assistance

For any episode of care, the financial assistance application process will be open up to at least 240 days after the first post-discharge patient bill for the care is sent. Patients may voluntarily apply for financial assistance before or after receiving healthcare services, or they may be identified as potential candidates for financial assistance during the financial clearance process or a presumptive financial assistance eligibility screening.

Financial clearance is a process that determines a patient's ability and likelihood to pay. When possible effort will be made to provide financial clearance prior to date of service. During the financial clearance process, patients who indicate they are unemployed and have no insurance coverage will be required to submit a financial assistance application before receiving non-emergency medical care (unless they meet presumptive financial assistance eligibility criteria).

There will be one application process for all UMMS member organizations. UMMS will accept the Faculty Physicians, Inc.’s (FPI) completed financial assistance applications (and application requirements) in determining eligibility for the UMMS Financial Assistance program. Patients are required to provide a completed financial assistance application (with all required information and documentation), unless they meet the criteria for presumptive eligibility. To facilitate this process, each applicant must provide information about

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family size and income. Oral submission of needed information will be accepted, where appropriate. UMMS will provide the financial assistance application to all patients regardless of health insurance status to all patients, including uninsured patients, and the application will be readily available on the UMMS website and by request.

Supporting Documentation for Financial Assistance Applications

To help applicants complete the process, required and suggested documentation will be clearly listed on the financial assistance application, including:


- A copy of their most recent Federal Income Tax Return (if married and filing separately, then also a copy spouse's tax return); proof of disability income (if applicable), proof of social security income (if applicable).
- If unemployed, reasonable proof of unemployment such as statement from the Office of Unemployment Insurance, a statement from current source of financial support, etc.
- A copy of their most recent pay stubs (if employed) or other evidence of income.
- A Medical Assistance Notice of Determination (if applicable).
- Copy of their Mortgage or Rent bill (if applicable), or written documentation of their current living/housing situation.
- If a patient submits both a copy of their most recent Federal Income Tax Return and a copy of their most recent pay stubs (or other evidence of income), and only one of the two documents indicates eligibility for financial assistance, the most recent document will dictate eligibility.

Financial assistance may not be denied based on the omission of information or documentation that is not specifically required in this policy or on the financial assistance application, and UMMS reserves the right to offer financial assistance to patients that have not provided all supporting documentation.

- If a patient submits a financial assistance application without the information or documentation required for a final determination of eligibility, a written request for the missing information or documentation will be sent to the patient.
- This written request will also contain the contact information (including telephone number and physical location) of the office or department that can provide information about financial assistance and assistance with the application process.
- The patient will have thirty (30) days from the date this written request is provided to submit the required information or documentation to be considered for eligibility. If no the information is not received within the 30 days, a letter will be sent notifying the patient that the case is now closed for lack of the required documentation.
- The patient may re-apply for financial assistance and initiate a new case by submitting the missing information or documentation

II. Reviewing and Determining Eligibility of Financial Assistance Applications

There are designated team members who will be responsible for taking financial assistance applications. These team members can be financial counselors, patient financial receivable coordinators, customer service representatives, or third party agencies working as an extension of the central business office. To help applicants complete the process, UMMS will provide the financial assistance application that will let them know what paperwork is required for a final determination of eligibility. Where possible, designated team

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members will consult via phone or meet with patients who request financial assistance to determine if they meet preliminary criteria for assistance.

Preliminary data will be entered into a third party data exchange system which will allow the designated team member to track the application and determine eligibility for financial assistance. Designated team members will:

- Determine whether the patient has health insurance. Patients who have access to other medical coverage (e.g., primary and secondary insurance coverage or a required service provider, also known as a carve-out), must utilize and exhaust their network benefits before applying for financial assistance.
- If the patient qualifies for COBRA coverage, patient's financial ability to pay COBRA insurance premiums shall be reviewed by the designated team member and recommendations shall be made to Senior Leadership.
- Complete an eligibility check with the Medicaid program for Self Pay patients to verify whether the patient has current coverage. To facilitate this process each applicant must provide information about family size and income.
- Determine whether the patient is presumptively eligible for free or reduced-cost care.
- Determine whether uninsured patients are eligible for public or private health insurance. Individuals with the financial capacity to purchase health insurance shall be encouraged to do so, as a means of assuring access to health care services and for their overall personal health.

To the extent practicable, the designated team members will offer assistance to uninsured patients if the patient chooses to apply for public or private health insurance, determine whether the patient is eligible for other public programs that may assist with health care costs, and use information available to UMMS to determine whether the patient is qualified for free or reduced-cost care under the UMMS Financial Assistance policy.


Within two business days of receipt of a patient's request for financial assistance or an application for medical assistance, UMMS must make a determination of probable eligibility. The determination of probable eligibility is subject to change, based on the receipt of supporting documentation.

If the patient's financial assistance application is determined to be complete and appropriate, the designated team member will recommend the patient's level of eligibility and forward for a second and final approval. UMMS will provide final determination the patient's eligibility within 14 days after the patient submits a completed application for financial assistance and suspend any billing or collections actions while eligibility is being determined.

If a Financial Assistance Application is Approved

Once a patient is approved for financial assistance, financial assistance coverage is effective for the month of determination and a year prior to the determination.

- A letter of final determination will be submitted to each patient who has formally requested financial assistance, which includes (if applicable): the assistance for which the individual is eligible and the basis for the determination.
- UMMS may decide to extend the financial assistance eligibility period further into the past or the future on a case-by-case basis.

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- Financial assistance is generally applicable to all emergency and other medically necessary care provided by each UMMS member organization (See Exclusions for more information).
- If additional healthcare services are provided beyond the eligibility period, patients must reapply for financial assistance.
- If the patient is determined to be eligible for reduced-cost care, and has already received a statement for eligible healthcare services rendered during the financial assistance coverage period, the patient will also be provided with a billing statement that indicates the amount the patient owes for the care after financial assistance is applied.
- If a patient made payments for healthcare services prior to receiving approval for financial assistance, they may be eligible for a refund. Refund decisions are based on when the patient was determined unable to pay compared to when the patient payments were made. If the amount that the patient is determined able to pay is less than the amount of the patient payment, the resulting credit balance will be issued to the patient as a refund if the amount exceeds the patient's determined responsibility by \$5.00 or more. This includes determinations of eligibility for financial assistance within 240 days after the initial bill was provided.

If there are changes to the patient's income, assets, expenses or family status, the patient is expected to notify the Financial Assistance Department at 410-821-4140. To facilitate this process, and ensure that patients have the opportunity to be re-evaluated for eligibility for financial assistance within 240 days of the initial statement, UMMS will notify patients that if their income has changed, they should contact the Financial Assistance Program Department on each statement.


If a Financial Assistance Application is Not Approved

If a patient is determined to be ineligible for financial assistance prior to receiving a service (for that service), all efforts to collect co-pays, deductibles, or a percentage of the expected balance for the service will be made prior to the date of service or may be scheduled for collection on the date of service.

- If the patient is determined to be ineligible for financial assistance, and they applied in order to obtain financial clearance for non-emergent or non-urgent hospital based services, the designated team member will notify the clinical staff of the determination and the non-emergent/urgent hospital-based services will not be scheduled.
- A clinician may appeal this decision and request reconsideration by the Financial Clearance Executive Committee on a case-by case basis.
- For emergent or urgent services, financial assistance applications will be completed, received, and evaluated retrospectively and will not delay patients from receiving care.
- Patients who are ineligible for financial assistance will be required to pay any open balances and may be submitted to a bad debt service if the balance remains unpaid in the agreed upon time periods.
- The patient may appeal the decision, please see the Appeals section for more information.
- For any episode of care, the financial assistance application process will be open up to at least 240 days after the first post-discharge patient bill for the care is sent.

III. Eligibility Criteria

UMMS will offer financial assistance when a review of a patient's individual financial circumstances has been conducted and documented. UMMS will not use a patient's citizenship or immigration status as an eligibility

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requirement for financial assistance; or withhold financial assistance or deny a patient's application for financial assistance on the basis of race, color, religion, ancestry or national origin, sex, age, marital status, sexual orientation, gender identity, genetic information, or on the basis of disability.

The following criteria will be applied in assessing a patient's eligibility for financial assistance, presumptive eligibility for financial assistance, and eligibility for financial hardship assistance.

Financial Assistance Eligibility

UMMS will refer to the MDH household income thresholds to determine eligibility for financial assistance and the level of free or reduced cost care to award to eligible patients. UMMS will calculate a patient's family (household) income at time of service. To account for any changes in financial circumstance, UMMS will recalculate family (household) income within 240 days after the initial hospital bill is provided.


UMMS may consider household monetary assets in determining eligibility for free and reduced-cost care under the financial assistance policy in addition to income-based criteria. Monetary assets shall be adjusted annually for inflation in accordance with the Consumer Price Index. The following monetary assets that are convertible to cash shall be excluded:

- At a minimum, the first \$10,000 of monetary assets.
- A safe harbor equity of \$150,000 in a primary residence.
- Retirement assets that the Internal Revenue Service has granted preferential tax treatment as a retirement account, including deferred-compensation plans qualified under the Internal Revenue Code or nonqualified deferred-compensation plans.
- One motor vehicle used for the transportation needs of the patient or any family member of the patient;
- Any resources excluded in determining financial eligibility under the Medical Assistance Program under the Social Security Act.
- Prepaid higher education funds in a Maryland 529 Program account.

In determining the family income of a patient, UMMS shall apply a definition of household size that consists of the patient and, at a minimum, a spouse (regardless of whether the patient and spouse expect to file a joint federal or State tax return), biological children, adopted children, or stepchildren, and anyone for whom the patient claims a personal exemption in a federal or State tax return. For a patient who is a child, the household size shall consist of the child and biological parents, adopted parents, or stepparents or guardians, biological siblings, adopted siblings, or stepsiblings, and anyone for whom the patient's parents or guardians claim a personal exemption in a federal or State tax return.

Patients may be deemed ineligible for financial assistance:

- If they have insurance coverage (e.g., HMO, PPO, or Workers Compensation, Medicaid, or other insurance programs), that denies access to UMMS due to insurance plan restrictions/limits.
- If they refuse to be screened for other assistance programs prior to submitting an application for financial assistance.
- If they refuse to divulge information pertaining to a pending legal liability claim.

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Financial assistance generally applies to all emergency and other medically necessary care provided by each UMMS member organization; however, the following exclusions may apply:

- Services provided by healthcare providers not affiliated with UMMS member organizations (e.g., durable medical equipment, home health services).
- Services denied by a patient’s insurance program or policy (e.g., HMO, PPO, or Workers Compensation). Exceptions may be made on a case by case basis considering medical and programmatic implications.
- Cosmetic or other non-medically necessary services.
- Patient convenience items, meals, and lodging.
- Supervised Living accommodations and meals while a patient is in the Day Program.
- Third Party Liability claims (Auto Accident, Workers Compensation, Bodily Injury, or other legal claim) until all means of payment are exhausted.


Financial assistance for professional charges awarded under this policy applies to the UM Physician Network (UMPN). Patients who wish to pursue financial assistance for non-UM Physician Network charges must contact the physician or provider group directly. A list of providers delivering medically necessary care in each UMMS hospital can be obtained on the website of each UMMS entity. This list specifies which such as providers do not participate in the UMMS Financial Assistance Policy.

Presumptive Financial Assistance Eligibility

In the event there is no evidence to support a patient's eligibility for financial assistance, UMMS reserves the right to determine presumptive financial assistance eligibility for all hospital accounts. To determine presumptive eligibility for financial assistance, UMMS may use outside agencies or information to estimate income which can be used to assess the patient’s eligibility for financial assistance eligibility. Due to the inherent nature of presumptive circumstances, UMMS will award free care to patients deemed presumptively eligible for financial assistance. Presumptive eligibility for financial assistance shall only cover the patient's specific date of service. UM Physician Network provider groups will offer financial assistance on a physician balance based on a determination of eligibility on a hospital balance.

Presumptive eligibility may be determined on the basis of individual life circumstances that may include:

- a. Active Medical Assistance pharmacy coverage
- b. Specified Low Income Medicare (SLMB) coverage
- c. Primary Adult Care (PAC) coverage
- d. Homelessness
- e. Patient currently has Medical Assistance coverage
- f. Medical Assistance and Medicaid Managed Care patients for services provided in the ER beyond the coverage of these programs
- g. Medical Assistance spend down amounts
- h. Eligibility for other state or local assistance programs, such as:
 - i) Supplemental Nutrition Assistance Program
 - ii) State Energy Assistance Program
 - iii) Special Supplemental Food Program for Women, Infants, and Children
 - iv) Any other social service program as determined by MD DHMH and Health Services Cost Review Commission (HSCRC).

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- i. Patient is deceased with no known estate
- j. Patients that are determined to meet eligibility criteria established under former State Only Medical Assistance Program
- k. Non-US Citizens deemed non-compliant
- l. Non-Eligible Medical Assistance services for Medical Assistance eligible patients
- m. Unidentified patients (Doe accounts that we have exhausted all efforts to locate and/or ID)
- n. Bankruptcy, by law, as mandated by the federal courts
- o. Eligibility in certain UMMS clinical programs (including: St. Clare Outreach Program, UMMS Maternity Program, UMSJMC Hernia Program).


Uninsured patients seen in the Emergency Department under Emergency Petition will not be considered for presumptive financial assistance until the Maryland Medicaid Psych program has been billed.

Financial Hardship Assistance Eligibility

Financial hardship assistance is available for patients who otherwise do not qualify for financial assistance under the primary guidelines of this policy, but for whom medical debt for medically necessary treatment over a twelve (12) month period exceeds 25% of that family's annual income.

- The amount of uninsured medical costs incurred at all UMMS member organizations will be considered in determining a patient's eligibility (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.
- For the patients who are eligible for reduced-cost care under the financial assistance criteria and also meet the criteria for financial hardship assistance criteria, UMMS will grant the total eligible reduction in charges.
- To calculate household income, UMMS will use the same criteria outlined in the Financial Assistance Eligibility section of this policy to calculate assets, household income, and family size.
- Once a patient is approved for financial hardship assistance, coverage will be effective for the month of the first qualifying date of service and a year prior to the determination. UMMS may decide to extend the financial hardship eligibility period further into the past or the future on a case-by-case basis.
- Financial hardship assistance will cover the patient and the eligible family members living in the household for the approved reduced cost and eligibility period for medically necessary care and will remain eligible for reduced-cost medically necessary care when seeking subsequent care at the same member organization during the 12-month period beginning on the date on which the reduced-cost medically necessary care was initially received. To avoid an unnecessary duplication of UMMS' determination of eligibility for free and reduced-cost care, the patient or eligible family members shall inform UMMS of the patient's or family member's eligibility for the reduced-cost medically necessary care.

All other eligibility, ineligibility, and procedures for primary financial assistance criteria apply to financial hardship assistance criteria, unless otherwise stated above.

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IV. Appealing a Determination of Eligibility for Financial Assistance

Patients whose financial assistance applications are denied have the option to appeal the decision. Appeals can be initiated verbally or written. Patients are encouraged to submit additional supporting documentation justifying why the denial should be overturned.

If a patient wishes to make an appeal, UMMS will:

- Notify the patient that the Health Education and Advocacy Unit is available to assist them or their authorized representative in filing and mediating a reconsideration request.
- Provide the address, phone number, facsimile number, e-mail address, mailing address, and website of the Health Education and Advocacy Unit: Office of the Attorney General, Health Education and Advocacy Unit | 200 St. Paul Place, 16th Floor, Baltimore, MD 21202 | Phone: (410) 528-1840 | Toll-free in Maryland 1-877-261-8807 | Fax: (410) 576-6571 | Email: heau@oag.state.md.us
- Document appeals within the third party data and workflow tool for review by the next level of management above the representative who denied the original application.
- Submit a letter of final determination to each patient who has formally submitted an appeal.

Provider Driven Financial Clearance and Reconsideration


Where there is a compelling educational, medical, and/or humanitarian benefit, UMMS clinical team members may request financial clearance of patients that are not otherwise able or likely to pay for their healthcare services. Clinical team members must submit appropriate justification in advance of the patient receiving services. UMMS Revenue Cycle central billing office will evaluate the patient's eligibility for Medical Assistance and financial assistance. A Financial Clearance Executive Committee at the member organization level, comprised of clinical and financial leadership, will request the information submitted by the requesting clinical and the central billing office and make the final determination on whether to grant financial clearance on a case-by-case basis.

If financially cleared, patients are still responsible to complete the financial assistance application process, and may be subject to presumptive eligibility screening, as outlined in this policy.

V. Notice of Availability of Financial Assistance

UMMS will advise patients, patient's families, and authorized representatives of the availability of financial assistance using posted notices and the Patient Billing and Financial Assistance Information Sheet. The Patient Billing and Financial Assistance Information Sheet notifies the patient of the availability of financial assistance and payment plans, includes a description of UMMS Financial Assistance Policy, explains how to apply for financial assistance, and includes a description of the patient's rights and obligations with regard to hospital billing and collection under the law.

- UMMS will post notices of financial assistance availability in each UMMS hospital's emergency room (if any), admissions areas, key patient access areas, and the hospital billing office. Notice of availability will also be sent to the patient with patient statements.
- The Patient Billing and Financial Assistance Information Sheet will be provided at preadmission and before discharge for each hospital encounter, with each hospital statement, and it will be available to all patients upon request and without charge, both by mail and in the emergency room (if any) and admissions areas.

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- The Financial Assistance Policy and the Financial Assistance Application will also be available to all patients upon request and without charge, both by mail and in the emergency room (if any) and admissions areas.
- The Financial Assistance Policy, the Patient Billing and Financial Assistance Information Sheet, and the Financial Assistance Application will also be conspicuously posted on the UMMS website (www.umms.org).

Patient Billing and Financial Assistance Information Sheet Content


In addition to the content referenced above, the Patient Billing and Financial Assistance Information Sheet will include:

- The website and physical location(s) where patients can obtain copies of the financial assistance policy and financial assistance application form
- Instructions on how to obtain a free copy of the financial assistance policy and financial assistance application form by mail.
- A statement of the availability of translations of the financial assistance documents.
- Contact information for UMMS Hospital Billing Customer Service Department, which is available to assist the patient, the patient's family, or the patient's authorized representative understand their statement, understand the patient's rights and obligations regarding the statement, learn how to apply for free or reduced cost care, or learn how to apply for Maryland Medical Assistance, or any other programs that may help pay their medical bills.
- Contact information for the Maryland Medical Assistance Program.
- A notification that physician charges are not included in the hospital statement and are billed separately.
- A notification informing patients of the right to request and receive a written estimate of the total charges for hospital nonemergency services, procedures, and supplies that reasonably are expected to be provided for professional services by the hospital.
- A notification that a patients who are eligible for free or reduced care may not be charged more than AGB for emergency or other medically necessary care.
- A section that informs the patient of their ability to make a formal complaint with the HSCRC and the Office of the Attorney General of Maryland.
- A section for the patient to initial to indicate that they have been made aware of UMMS Financial Assistance Policy

The Patient Billing and Financial Assistance Information Sheet will be written in plain language, as specified by the Requirements for 501(c)(3) Hospitals Under the Affordable Care Act – Section 501(r), and will be made available in the patient's preferred language. It will also include a section that allows for patients to initial that they have been made aware of the financial assistance policy.

VI. Extraordinary Collection Actions

Account balances that have not been paid may be transferred to Bad Debt (deemed uncompensated care) and referred to an outside collection agency or to UMMS's attorney for legal and/or collection activity. Third party agencies and/or attorneys are jointly and severally responsible for meeting the debt collection requirements listed in this policy, and in the UMMS Credits and Collections Policy. Collection activities taken on behalf of


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UMMS by a collection agency or UMMS' attorney may include the following Extraordinary Collection Actions (ECAs):

- Reporting adverse information about the individual to consumer credit reporting agencies or credit bureaus. UMMS will not report adverse information to a consumer reporting agency regarding a patient who was uninsured or eligible for free or reduced-cost care at the time of service. UMMS will not report to a consumer reporting agency until at least 180 days after the initial statement was provided. Prior to reporting to a consumer reporting agency, UMMS will determine whether the patient is eligible for free or reduced-cost care. UMMS will not report adverse information about a patient to a consumer reporting agency if UMMS was notified in accordance with federal law by the patient or an insurance carrier that an appeal or a review of a health insurance decision is pending within the immediately preceding 60 days, or if UMMS has completed a requested reconsideration of the denial of free or reduced-cost care that was appropriately completed by the patient within the immediately preceding 60 days.
- Commencing a civil action against the individual. UMMS will not hold a spouse or another individual liable for the debt owed on a hospital bill of an individual who is at least 18 years old. UMMS will not file a civil action to collect debt until at least 180 days after the initial bill was provided. Prior to filing the civil action, UMMS will determine whether the patient is eligible for free or reduced-cost care. UMMS will not file a civil action to collect debt if UMMS was notified in accordance with federal law by the patient or an insurance carrier that an appeal or a review of a health insurance decision is pending within the immediately preceding 60 days. UMMS will not file a civil action to collect debt if UMMS has completed a requested reconsideration of the denial of free or reduced-cost care that was appropriately completed by the patient within the immediately preceding 60 days.
- Attaching or seizing an individual's bank account or any other personal property.
- Garnishing an individual's wage. UMMS will not request a garnishment of wages or file an action that would result in an attachment of wages against a patient if the patient is eligible for free or reduced-cost care.

ECAs may be taken on accounts that have not been disputed or are not on a payment arrangement. ECAs will occur no earlier than 180 days from submission of first post-discharge bill to the patient and will be preceded by a written notice 45 days prior to commencement of the ECA. This written notice will be accompanied by an application for financial assistance (and instructions for completing the application) and a notice of availability of a payment plan to satisfy the medical debt, and the Patient Billing and Financial Assistance Information Sheet. The written notice will include the following information:

- Specified contact and procedural information.
 - The name and telephone number for UMMS,
 - The name and telephone number for the debt collector (if applicable)
 - The contact information for the UMMS Financial Assistance Department (or third party agency acting on behalf of UMMS), authorized to modify the terms of a payment plan (if applicable)
 - Telephone number and internet address of the Health Education Advocacy Unit in the Office of the Attorney General, available to assist patients experiencing medical debt.
- The amount required to satisfy the debt (including any past due payments, penalties, or fees, if applicable)

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- Identification of ECAs that UMMS (or its collection agency, attorney, or other authorized party) intends to utilize in order to obtain payment for the care, and state a deadline after which such ECAs may be initiated.
- A deadline after which such ECA(s) may be initiated that is no earlier than 45 days after the date that the written notice is provided.
- A statement recommending that the patient seek debt counseling services,
- An explanation of the UMMS Financial Assistance Policy, and a notification of availability of financial assistance for eligible individuals
- And any other information as prescribed by the HSCRC


Written notice and accompanying documentation will be sent to the patient by certified mail and first class mail, in the patient’s preferred language, or another language, as specified. The written notice will be in simplified language of at least 10 point type.

In addition to the written notification, UMMS (and/or its collection agency or attorney) will make reasonable efforts to orally communicate the availability of financial assistance to the patient and tell the patient how he or she may obtain assistance with the application process. A presumptive eligibility review will occur prior to any ECA being taken. Finally, no ECA will be initiated until approval has been obtained from the UMMS Revenue Cycle Services leadership.

If a patient is determined to be eligible for financial assistance, UMMS (and/or its collection agency or attorney) will take all reasonably available measures to reverse any ECAs taken against the patient to obtain payment for care rendered during the financial assistance eligibility window. Such reasonably available measures will include measures to vacate any judgment against the patient, lift levies or liens on the patient’s property, and remove from the patient’s credit report any adverse information that was reported to a consumer reporting agency or credit bureau. All ECAs will cease once the patient is approved for financial assistance and all the patient responsible balances are paid.

UMMS will not engage in the following ECAs:

- Selling debt to another party.
- Charge interest on bills incurred by patients before a court judgement is obtained
- Requesting a lien against a patient’s primary residence. In some cases, Local, State, or Federal judicial protocols may mandate that a lien is placed, but UMMS will not force the sale or foreclosure of a patient’s primary residence.
- Request the issuance of or take action causing a court to issue a body attachment or an arrest warrant against a patient.
- Make a claim against the estate of a deceased patient if the deceased patient was known by UMMS to be eligible for free care or if the value of the estate after tax obligations are fulfilled is less than half of the debt owned. However, UMMS may offer the family of the deceased patient the ability to apply for financial assistance.
- Require payment of medical debt prior to providing medically necessary care.

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ATTACHMENTS:

ATTACHMENT A: Sliding Scale – Reduced Cost of Care


2023 Federal Poverty Level (FPL) Annual Income Eligibility Limits						
House-hold (HH) Size:	1	2	3	4	5	6
Income Limit (up to Max):	\$14,580	\$19,720	\$24,860	\$30,000	\$35,140	\$40,280

2023 Maryland Department of Health (MDH) Annual Income Eligibility Limits						
House-hold (HH) Size:	1	2	3	4	5	6
Income Limit (up to Max):	\$20,120	\$27,225	\$34,312	\$41,400	\$48,504	\$55,592

UMMS Financial Assistance Charity Income Thresholds						
House-hold (HH) Size:	1	2	3	4	5	6
If your total annual household income level is at or below (up to max):						
UMMS 100% Charity <i>(Equals up to 200% of MDH Annual Income Limits)</i>	\$40,240	\$54,450	\$68,624	\$82,800	\$97,008	\$111,184
UMMS 90% Charity <i>(Equals up to 210% of MDH Annual Income Limits)</i>	\$42,252	\$57,173	\$72,055	\$86,940	\$101,858	\$116,743
UMMS 80% Charity <i>(Equals up to 220% of MDH Annual Income Limits)</i>	\$44,264	\$59,895	\$75,486	\$91,080	\$106,709	\$122,302
UMMS 70% Charity <i>(Equals up to 230% of MDH Annual Income Limits)</i>	\$46,276	\$62,618	\$78,918	\$95,220	\$111,559	\$127,862
UMMS 60% Charity <i>(Equals up to 240% of MDH Annual Income Limits)</i>	\$48,288	\$65,340	\$82,349	\$99,360	\$116,410	\$133,421
UMMS 50% Charity <i>(Equals up to 250% of MDH Annual Income Limits)</i>	\$50,300	\$68,063	\$85,780	\$103,500	\$121,260	\$138,980
UMMS 40% Charity <i>(Equals up to 260% of MDH Annual Income Limits)</i>	\$52,312	\$70,785	\$89,211	\$107,640	\$126,110	\$144,539
UMMS 30% Charity <i>(Equals up to 270% of MDH Annual Income Limits)</i>	\$54,324	\$73,508	\$92,642	\$111,780	\$130,961	\$150,098
UMMS 20% Charity <i>(Equals up to 280% of MDH Annual Income Limits)</i>	\$56,336	\$76,230	\$96,074	\$115,920	\$135,811	\$155,658
UMMS 10% Charity <i>(Equals up to 290% of MDH Annual Income Limits)</i>	\$58,348	\$78,953	\$99,505	\$120,060	\$140,662	\$161,217

*All discounts stated above shall be applied to the amount the patient is personally responsible for paying after insurance reimbursements.
 *Amounts billed to patients who qualify for Reduced-Cost of Care on a sliding scale (or for Financial Hardship Assistance) will be less than the amounts generally billed to those with insurance (AGB), which in Maryland is the charge established by the Health Services Cost Review Commission (HSCRC). UMMS determines AGB by using the amount Medicare would allow for the care (including the amount the beneficiary would be personally responsible for paying, which is the HSCRC amount; this is known as the “prospective Medicare method”).

Effective 7/1/23

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RELATED POLICIES:

UMMS Credit & Collections Policy
UMMS Payment Plan Policy

POLICY OWNER:

UMMS Revenue Cycle Services

APPROVED:

Executive Compliance Committee Approved Initial Policy: 09/18/19
Executive Compliance Committee Approved Revisions: 10/19/2020, 11/07/22

Federal Poverty Level and Maryland Department of Health Annual Income Eligibility Limit Updated: 07/01/20, 07/01/21, 07/01/22, 07/01/23

This policy was approved by the UMMS Executive Compliance Committee (ECC) Board on October 19, 2020.

This policy was adopted for:

- UM St. Joseph Medical Center (UMSJMC) effective June 1, 2013.
- UM Midtown Campus (MTC) effective September 22, 2014.
- UM Baltimore Washington Medical Center (UMBWMC) effective July 1, 2016.
- UM Shore Regional Health (UMSRH) effective September 1, 2017.
- UM Charles Regional Medical Center (UMCRM) effective December 2, 2018.
- UM Upper Chesapeake Health (UCHS) effective July 1, 2019
- UM Capital Region Health (UMCRH) effective September 18, 2019