



A NEW DAY FOR HEALTHCARE IN MARYLAND

HSCRC Consumer Outreach Task Force Report

Maryland Citizens' Health Initiative Education Fund, Inc.
August 2015



Executive Summary

As leader of the Health Services Cost Review Commission's (HSCRC) Consumer Outreach Task Force ([Appendix A](#)), over the past seven months the Maryland Citizens' Health Initiative Education Fund, Inc. (MCHI) has collaborated with Local Health Improvement Coalitions (LHIC), health departments, hospitals, local community and faith leaders, and the Maryland Hospital Association (MHA) to hold [eleven public forums](#) all across the state about health system transformation.

Over 800 Marylanders representing over 300 community, health, faith, business, government, union, and policy organizations have heard the message that their local hospitals, healthcare providers, and community-based organizations are working together to help Marylanders be as healthy as possible. Feedback shows that Marylanders are unaware of the state's unique and long-standing status as an all-payer state or of the new state/federal agreement that is further transforming the health system in Maryland. Once informed, however, consumers are eager to be engaged. They want a clear call to action and follow-up steps for ongoing collaboration.

This report details MCHI's rationale for the forums and our process, themes in the consumer feedback and our recommendations. We also include region-specific summaries and broad themes for local application and analysis. The recommendations to the HSCRC for continued outreach to consumers are summarized below and described in detail on [Page 10](#) of this report. This guidance is based on our work and on consumer feedback gathered from communities across the state.

Recommendations to the HSCRC for Continued Consumer Outreach

1. Periodically convene stakeholders and consumers to provide updates on the progress of health system transformation
2. Continue to give consumers a voice in the transformation of Maryland's health system
3. Encourage local leaders to develop and join a dynamic Faith Community Health Network
4. Collaborate to educate primary care providers on—and engage them in—health system transformation
5. Maximize communications with consumers via traditional and new media

As a leading consumer advocacy organization, MCHI has laid a strong foundation upon which deeper consumer involvement in health system transformation in communities across the state can be built. We are committed to further supporting these efforts as our health care system continues to evolve. We have greatly appreciated the HSCRC's support of the work detailed in this report and look forward to continuing this fruitful collaboration to ensure that Maryland's reformed health care system is built upon the needs and interests of all Maryland health care consumers.

Summary

Number of forums	11	
Number of participants	800+	
Evaluation response rate	42% ¹	
Presenters	<ul style="list-style-type: none"> • HSCRC • Local Health Improvement Coalitions • Hospitals and health systems • Community health providers 	<ul style="list-style-type: none"> • Health Departments • Faith communities • MCHI • Foundations
Attendees	<ul style="list-style-type: none"> • Consumers • Government agencies • Community groups • Providers/provider groups 	<ul style="list-style-type: none"> • Hospitals/health systems • Faith-based • Civic organizations • Union Members
Constituents of Attendees	<ul style="list-style-type: none"> • Diverse populations/minorities • Seniors • Low-income populations • Immigrants • Chronically Ill 	<ul style="list-style-type: none"> • Children • Families • Caregivers • Parishioners • Healthcare providers and workers

Rationale

Hospitals in Maryland have new incentives to prevent unnecessary hospital admissions and readmissions, and provide even higher quality of care to their patients by strengthening their relationships with their local communities.² The intended results are better outcomes for patients, healthier people, lower costs, lower health care costs per capita and a health care system that is easier for consumers to navigate. In order to maintain this new system, Maryland must achieve ambitious goals that have been set by the Centers for Medicare and Medicaid Services.

Consumer engagement in these efforts is crucial to make Maryland's new system a success. During these eleven forums, representatives from the health care delivery system received feedback from health agencies, providers and consumers to help define organizational

¹ Excluding Lower Eastern shore, which did not have evaluation forms.

² The new incentives are part of a five-year demonstration project that the state of Maryland and Maryland hospitals entered into with the federal government's Centers for Medicare and Medicaid Services. This demonstration project is one of a kind in the nation.

priorities, address current problems, and develop and strengthen new relationships. At the same time, consumers and their caregivers learned more about how to understand their newly modified health delivery system and the incentives that it creates to integrate their care. The meetings also addressed how the system is using their feedback for continued quality improvement.

Process



To arrange forums, MCHI collaborated with local health departments and hospitals through LHICs and MHA. We also reached out to our current coalition partners and did more broad-based outreach to local groups. These collaborations were critical to ensure that the forums were tailored to the specific needs of the local communities. We joined existing meetings wherever possible, which resulted in greater participation and allowed us to build relationships with new partners.

To ensure high turnout, MCHI and local partners invited their coalitions and networks through email, social media and phone calls. Outreach to faith communities, vulnerable older adults and their caregivers, and community groups were prioritized. People who expressed an interest in attending were encouraged to share the invitation with others who might be interested. As a result, over 800 people from more than 300 organizations participated. See [Appendix B](#) for a full list of organizations.

The most common format for the forums was as follows:

- Welcome by the local host(s) and MCHI;
- Presentation on the new Maryland health care landscape by a representative of the Health Services Cost Review Commission (HSCRC) or MHA;

- Local panel of representatives from hospitals, health departments and/or community organizations;
- Presentation on the Maryland Faith Community Health Network by MCHI and a faith leader often from the Baltimore Washington Conference of the United Methodist Church (BWCUMC);
- Q&A and discussion with the attendees.

Evaluation forms were collected as attendees left. These forms evolved based on feedback from the HSCRC Consumer Engagement Taskforce as each forum was completed. For forums that were integrated into the agendas of LHIC meetings in very rural areas, there were shorter presentations and discussions. Following every forum, participants who provided their email addresses received a [link](#) to minutes, agendas, and presentations from the forums.

Region	People	State presenters	Local presenters
Howard Co.	130	HSCRC, MCHI, BWCUMC	Howard County Local Health Improvement Coalition, Howard County Health Department, Howard County General Hospital, MD Health Care Innovations Collaborative, Horizon Foundation
Prince George's Co.	90	HSCRC, MCHI	Collective Empowerment, Prince George's Health Department, Dimensions Health Care System, MedStar Southern Maryland Hospital Center
Northern MD	69	HSCRC, MCHI, BWCUMC	Carroll County Health Department, Carroll Hospital Center, Partnership for a Healthier Carroll County
Lower Shore	30	HSCRC, MCHI	Tri County Health Improvement Coalition
Mid Shore	37	MCHI	Mid Shore Health Improvement Coalition
Southern MD	65	DHMH, MHA, MCHI, BWCUMC	Health Partners Free Clinic, Charles County Health Department
Western MD	25	HSCRC, MCHI	Cumberland Ministerial Association, Western Maryland Health System, St. John's Lutheran Church, Western MD Health System, Allegany County Health Department
Baltimore Co.	70	HSCRC, MCHI	Baltimore County Health Department, GBMC, LifeBridge Health, MedStar Health
Montgomery Co.	73	HSCRC, MCHI, BWCUMC	Holy Cross Health, Adventist Health Care, Suburban Hospital, MedStar Montgomery
Anne Arundel Co.	65	HSCRC, MCHI	Anne Arundel County Health Department, University of Maryland Baltimore Washington Medical Center, Anne Arundel Medical Center, United Christian Clergy of Anne Arundel County, Keswick Community Health Services
Baltimore City	160	HSCRC, MCHI, BWCUMC	Bon Secours Hospital, Central Baptist Church of Baltimore, Baltimore City Health Department, Johns Hopkins Bayview Medical Center, MedStar Health, St. Agnes Hospital

Hospitals discussed existing and potential new partnerships with other hospitals and community health providers, many of which were made possible through Community Health Resources Commission (CHRC) grants. The CHRC has prioritized supporting efforts that involve intensive care coordination for at-risk populations and awarded a number of grants that are designed to expand access and help reduce avoidable hospital costs. Several of these grantees, such as Anne Arundel Medical Center, Medstar Union Memorial Hospital, the Allegany County Health Department, and multiple Local Health Improvement Coalitions, spoke at the forums.

Consumer feedback was collected in multiple ways to identify themes from as many participants as possible, including minutes, observations, conversations with attendees and evaluation forms. Minutes are available [online](#) and summaries of the evaluation forms were written for forums that utilized them. Although the evaluation form response rate was relatively high at 42%, these forms alone do not form a complete picture. They evolved over time and no testing (e.g. cognitive debriefing) was conducted due to lack of time.

Feedback from Consumers and Local Leaders

Understanding the Health Care System is Empowering

Forum participants overwhelmingly found the information useful and, based on evaluations, had never heard of Maryland's unique health care landscape before. Participants described health system transformation as a system in which health care providers work together to help keep the public healthy. Consumers and local leaders are willing and ready to take a deeper dive with their local health care providers on how to improve local health systems. It is clear that consumers understand that they have a stake in the success of this major policy experiment and felt empowered by having a voice at these regional discussions. Learning more about what is happening in Maryland left them feeling empowered personally, socially, physically and financially.

Personally and Socially Empowering

While many of the people who participated in the forums have a professional interest in the health and well-being of the community, many acknowledged a personal interest in the success of our unique health care system as well. During discussions, participants were quick to identify community challenges and resources to address social determinants of health, challenges accessing primary care, behavioral health services, culturally and linguistically appropriate services, housing and nutrition. They were excited for new opportunities to form partnerships with hospital systems.

People of faith were intrigued and expressed interest in supporting this work. Faith Community Health Nurses were particularly interested in working with hospitals; they saw themselves as natural allies in building a bridge to the communities a hospital serves. Following the forums many provided their contact information specifically to stay in touch about developing a local Faith Community Health Network.



“FAITH COMMUNITY HEALTH NURSES
ARE THERE FOR THEIR CONGREGATIONS
AND THEIR BROADER COMMUNITIES.”

Becky Boeckman, Director of Pastoral Care at
First United Methodist Church in Laurel

Physically and Financially Empowering

Hospitals discussed existing and potential new partnerships with other hospitals and community health providers to improve care coordination. Consumers personally responded positively to the idea of broader access to preventive care and new resources in the community

that can help them be well and stay healthy. Consumers also appreciated the financial advantages of accessing timely care in their communities rather than stressful and costly ER visits. In the midst of these changes, consumers appreciated learning about the role played by the HSCRC as an independent agency overseeing Maryland's health system transformation.

Consumers Want More Information

Consumers want more easy-to-understand information about how they can use new health care resources and fully leverage new resources under the demonstration project to preserve their health and save costs. Communication should be timely, consistent and available in a variety of formats from trusted sources. There is a separate HSCRC consumer engagement taskforce working on communication strategies and messages that would help consumers utilize the new system appropriately.

Timely Information

In evaluations, consumers voiced a preference for learning about new developments in health care now and whenever there is a major development or new program from which they might benefit. Many requested follow-up meetings or regular updates over the course of the five-year demonstration project.

Consistent Information

Consumers want information that is consistent and centralized. Consumers in areas where there is great competition among providers were more likely to express feeling overwhelmed by different streams of messaging and less able to take action (an example would be multiple poorly coordinated case managers or care coordinators through different programs working with the same patient). Discussion time in these areas was often used for consumers to clarify what partnerships and programs already existed. As we learned from the experience with the ten rural Total Patient Revenue hospitals (a precursor to the new demonstration project) where local stakeholders collaborate and coordinate consistent messaging, consumers are better able to take part in the work being done at the system level and have more prior awareness of Maryland's unique health care landscape.

Information Available in a Variety of Formats

There was wide variation in how forum participants preferred to receive information about health system transformation. Many identified their primary care providers and faith leaders as

an important source of information. These local leaders are therefore important allies, not only in successful implementation of population health programs, but in their roles as trusted messengers to consumers.

“WE ALL NEED TO WORK HARD TO REACH PATIENTS IN THE WAY THAT WORKS BEST FOR THEM. THEY CARE ABOUT THEIR HEALTH.”

Community Health Worker, Baltimore County

In addition, consumers are very interested in receiving information from a wide variety of other outlets, including social media, websites, TV and radio commercials, public meetings, and their hospitals. In order to meet consumers’ needs, information should be distributed in all of these formats.

Recommendations

These forums were an exciting and productive first step in engaging consumers in health system transformation. Now state and local organizations can continue this work by collaborating to provide easy-to-understand information that is consistent and available in a wide variety of formats, and to continuously integrate and respond to consumers' experiences.

The unifying message should emphasize that health care providers are working together to keep the public healthy, and that it is empowering to learn how the health care system can help consumers with health and costs. Below are recommendations we believe will build on these forums to make sure the consumer voice is heard in health system transformation in Maryland. Making these recommendations a reality will require additional financial resources.

It is anticipated that the recommendations from this task force will combine with the recommendations of the HSCRC's Consumer Engagement Task Force to provide a comprehensive picture of the current state of consumer outreach and engagement and specific guidance for engaging consumers and creating a health care environment that supports consumers' full, informed participation in managing their health and health care.

1. Periodically convene stakeholders and consumers to provide updates on the progress of health system transformation

The forums MCHI held across the state have laid the foundation for future consumer outreach and involvement in health system transformation. Consumers value having local forums and want to continue the conversation. It may be helpful to have panels of consumers speak directly about how health system transformation has affected them. MCHI is uniquely positioned to build on this progress and provide the continued consumer input that is necessary to make health system transformation a success in Maryland. MCHI can continue to lead this effort in close partnership with those leaders with whom we co-hosted these forums.

2. Continue to give consumers a voice in the transformation of Maryland's health system

As the success of the forums demonstrated, MCHI is the right organization to continue giving Maryland consumers a voice in health system transformation. Over 750 faith, community, labor, business and health care groups from across the state are part of our Healthy Maryland Initiative coalition, representing hundreds of thousands of Marylanders of all walks of life. (See list in [Appendix C](#)). As we did with the forums, we can reach out to these organizations and other groups throughout Maryland to educate them about what health system transformation means and get their input on how it can work best for Marylanders.

MCHI can continue to represent consumer/stakeholder voices on various taskforces, workgroups and committees and maintain and leverage relationships with stakeholders to

support HSCRC's outreach and engagement of various consumer groups. MCHI can also commission polling and focus groups to broadly determine public attitudes on health system transformation in Maryland.

3. Encourage local leaders to develop and join a dynamic Faith Community Health Network

At each of our forums consumers expressed strong interest in closer collaboration among local health and faith institutions. The Faith Community Health Network will be piloted this November at LifeBridge Health. MCHI will track and report the network's impact on population health outcomes to inform similar efforts across the state.

4. Collaborate to educate primary care providers on and engage them in health system transformation

Health care providers, especially primary care providers, will be important partners in making health system transformation a success. Focus groups and information sessions specifically designed for providers may provide valuable insight on how best to engage and mobilize these partners. Because MCHI led a similar effort for consumers and has strong ties with provider organizations such as MedChi and others, we can lead this undertaking.

5. Maximize communications with consumers via traditional and new media

Consumers are eager for more information on health system transformation. MCHI can work with the HSCRC and other key partners through traditional and new media to maximize coverage of local partnerships—such as the Faith Community Health Network—and to raise consumer awareness, utilization of and involvement in these efforts. The HSCRC and MHCC consumer-facing websites are strong tools for centralized communication and call-to-action for consumers. The agencies may also want to consider developing a social media strategy to communicate directly with consumers. This social media campaign could be enhanced through partnerships with MCHI, MHA, and other local organizations that have broad reach through social media, email lists and website publications.

As a part of this communications strategy, MCHI suggests that health delivery systems and providers collect and share stories from consumers about real-life examples of how health system transformation benefits them. Stories humanize programs and provide easy-to-understand information to consumers about how to take care of their health. Stories can be conveyed in any number of different formats (publications, social media, videos, consumer panels, radio ads, etc.), making them useful tools to reach consumers through all available channels.

Regional Trends and Consumer Feedback

**Howard County Forum
January 22, 2015 at 8:30AM
Oakland Mills Interfaith Center, Columbia**



“In the midst of all the national and state policy changes that have led to historic health care reforms, we’re reminded in Maryland that all health care is local.”

– Nikki Highsmith Vernick, The Horizon Foundation

Over 120 participants joined in the forum in January at a meeting convened by the Local Health Improvement Coalition.

Local primary care providers were well represented among the group and expressed great interest in deeper collaboration to support local health system transformation under the demonstration project. They also described the impressive impact of having the Community Care Team work with their patients, suggesting that this program be continued or expanded.

Faith Community Nurses and other local caregivers are also eager to engage. One neighborhood caregiver relayed a story about several frustrations trying to get the information she needed to help care for ailing neighbors who had identified her as their key caregiver. The CEO of Howard County General Hospital indicated that the hospital is committed to protecting patient privacy, and will be taking a hard look at how to improve their partnerships with outside care providers, both within and beyond the medical field.

We congratulate Howard County for their recent award of a Regional Transformation Partnership Grant. The work of the partnership appears to address the feedback from this forum—that local providers and faith community nurses are interested and important allies in achieving the success of the demonstration project, and that the Local Health Improvement Coalition is a great convener.

As the efforts advance the regional transformation partnership and related Faith Community Health Network based out of Healthy Howard, MCHI is happy to work with local partners to highlight successes and continue to inform and engage county residents in this important work.

**Prince George's County Forum
February 6, 2015 8:30AM
Sanctuary at Kingdom Square, Capital Heights**



Nearly 100 participants attended the forum convened by the Collective Empowerment Group, a powerful faith-based, grassroots organization that is active in the region. There was great interest in the information being shared, since most were hearing about the demonstration project, Health Enterprise Zones and other programs for the first time. Their interest, energy and role as trusted messengers in the county make them important allies in improving public health. In their evaluation forms, they expressed great interest in a follow-up meeting or at least more regular updates on local progress. They also expressed great interest in the possibility of locally implementing the Faith Community Health Network.

The great news that the Southern Maryland Coalition for Health System Transformation received funding to support community-based collaboration and planning for regional population health interventions presents an opportunity for deeper engagement with these trusted community leaders. The planning group is currently conducting an inventory of faith based entities in the region and identifying ministries that may be able to better support high need, high cost patients. Engaging these faith leaders in that process will be critical to success.

As the efforts advance the regional transformation partnership and related Faith Community Health Network, MCHI is happy to work with local partners to highlight successes and to inform and engage county residents in this important work. In maximizing the impact of these communications, participants recommended featuring more client testimonials to describe program impact rather than just statistics. This approach may be more motivating to the target audience.

**Carroll County Forum
February 11, 2015 8:30AM
Carroll Hospital Center, Westminster**



“What...do you think the average person would be interested to learn?”

“How important the community is to this process.”

“How it is more affordable to be treated outside of the hospital and how the hospital is helping make health care more affordable.” – Forum Participants

Over 60 local residents participated in the forum. Unlike in other forums, about half were already familiar with Maryland’s unique health care landscape, perhaps because the hospital had entered into this payment structure agreement with HSCRC prior to the statewide roll-out and because many of the participants were already working closely with the health department, hospital and Partnership for a Healthier Carroll County. In the evaluations, there was encouragement to include other community health nonprofits/agencies who are “boots on the ground” serving target populations and delivering care.

The group was informed, engaged and eager for ongoing discussion about local developments under the demonstration project. They appreciated the use of client stories in describing the impact of the new approach to health care. A hospital representative described how the hospital helped a family get a better heating system so that the family’s woodstove stopped triggering a child’s asthma. Forum participants suggested engaging the local business community in this work and deepening the scope of community benefits reporting to include social determinants of health, including issues related to homelessness. They also expressed great interest in the Faith Community Health Network.

As a direct result of the tremendous community interest expressed at this forum, LifeBridge Health (Carroll, Northwest and Sinai hospitals) will be piloting the Faith Community Health Network. MCHI is thrilled to be working with LifeBridge Health and local faith leaders on this important effort. This region is a great example of strong, dynamic community-hospital partnerships and has much to share with other regions where these relationships may be less developed.

Lower Shore Forum
February 25, 2015 9:00AM
Somerset County Health Department, Westover
(No picture available.)

About 30 local residents participated in the Tri-County Local Health Improvement Coalition Meeting which served as the public forum for this region. Unlike other forums, no evaluations were collected due to the meeting format. General sentiment expressed at the forum and in the minutes reflected broad familiarity with the global budgeting due to prior experience with the model prior to statewide roll-out. There was great interest in how this might support better access to mental and behavioral health locally. The region recently was awarded an Opioid Misuse Prevention Grant from the federal government that can support the goals of the demonstration project and vice-versa. There was discussion about the RFP for Regional Transformation Partnerships, but because the eligibility criteria specified minimum population requirements, the participants were disappointed and felt that they would not qualify.

The region is doing great work to partner across county lines—something that is often easier said than done. Other systems can benefit from the experience and knowledge gained from the region's developments under previous global budgets. Additional funding opportunities to address the unique needs and interests of rural communities should be considered.

**Midshore Forum
March 9, 2015
Queen Anne's County Health Department, Centreville**



About 40 local residents attended the Mid Shore Health Improvement Coalition meeting that graciously served as the public forum for this region. Based on the evaluations collected, about half of the participants had already heard about the changes under the demonstration project and half had not.

The majority of respondents felt that after attending the forum the best way to describe health system transformation in Maryland was that “hospitals, health care providers and community-based organizations would be working together to help Marylanders be as healthy as possible.” They wanted to be more knowledgeable about health care services and options that can improve their health and save costs. Most wanted to get this information from their provider and in follow-up public meetings. They also prefer to get this information immediately, rather than waiting until they are in the hospital or when another program is started. The majority of those who submitted evaluations serve minorities and low-income families.

Consumers are eager for more transparency and information about health care services and what they can do to support their own health care. Sharing information via multiple channels, especially via trusted messengers like primary care providers and faith leaders, as well as print and online can help meet consumers where they are and build stronger community partnerships necessary to improve population health.

Some consumers expressed concerns about losing their local hospital. Embracing deeper partnerships with the Local Health Improvement Coalition, providers and faith leaders and providing more information about these changes as other regions have done may help address consumers' concerns.

**Southern Maryland Forum
April 20, 2015 6:00PM
St. Charles High School Auditorium, Waldorf**



**“What is the best way to describe Maryland’s health system transformation?”
“Reducing ER visits by using community resources.”—Forum participant**

The forum attracted 65 residents from Charles, St. Mary and Calvert Counties, in part thanks to special guest Secretary of Health Van Mitchell and a unique opportunity to view an installment of the AIDS quilt on display in the gymnasium. This was the only forum where no local hospitals chose to participate in a formal role, although many attended and brought their staff.

Based on the evaluations collected, about three quarters of the participants learned about the demonstration project for the first time at this forum and they were eager for more information. They expressed interest in “growing more primary care providers” and expanding access to telemedicine. They appreciated knowing that hospitals, healthcare providers and community-based organizations will be working together to help Marylanders be as healthy as possible and that they have new incentives to keep people healthy. They encouraged hospitals to consult “front-line workers” before creating or changing programs. Specifically they encouraged health care providers to enlist the support of Administrative Care Coordination Unit workers in local health departments who often work with vulnerable patients. There was also strong interest in the Faith Community Health Network.

Unlike in other regions, the majority of evaluations indicated social media as the preferred source for new information about health system transformation.

As the efforts described at the forum progress locally, MCHI can work with local partners to highlight successes and continue to engage county residents in this important work, particularly via our strong social media channels.

Western Maryland Forum
April 22, 2015
Western Maryland Health Systems, Cumberland 11:00AM
(No picture available.)

About 25 people attended this meeting thanks to the Cumberland Ministerial Association and Western Maryland Health Systems graciously opening their regular meeting to the public. Because this region has been operating as a Total Patient Revenue hospital for the past five years, the aim of this forum was to learn about their process and highlight progress.

Of those who completed evaluations, most were aware of the unique changes to Maryland's health system and said that the best way to describe it was that hospitals have an added incentive to keep people healthy. This sentiment was strongly reiterated by the HSCRC presentation as well as the presentation by a local physician on the creation of a new Accountable Care Organization.

Consumers and faith leaders were interested in getting more information about this work as soon as new programs are available to them (as opposed to when they are admitted to the hospital). They want to learn about it from their health care providers and other (low-tech) resources.

Western Maryland should trumpet its successes. Other health systems can learn a lot by the region's example engaging community partners and improving population health under global budgets. A pastor and doctor participated in the subsequent meeting of the Cumberland Ministerial Association to discuss the Faith Community Health Network in detail. There may be very fertile ground to create such a network locally. MCHI will be piloting the model with LifeBridge Health with rural, suburban and urban sites this fall and will share lessons learned from this pilot in the spring that may be useful.

**Baltimore County Forum
June 2, 2015 8:30AM
Sheppard Pratt Conference Center, Towson**



“What can help you have a more active role in your health care?”

**“A unified message from partnership groups across hospital systems and government.” –
Forum participant**

About 70 people participated in the public forum at Sheppard Pratt Conference Center. Of those who completed evaluations, slightly more than three quarters were unfamiliar with Maryland’s unique hospital system prior to attending this forum. They were interested in learning that it creates a system where all health care providers work together to help keep the public healthy, although they stressed the importance of having a unified message across major stakeholders in order to clearly communicate with consumers.

They are interested in being more active in and knowledgeable about their own health care, and felt that more easy-to-understand information about their disease or condition would best help them achieve that goal. They most wanted to get updated information about local developments under the demonstration project via local news outlets and social media (as opposed to getting the information from their primary care provider or when they are admitted to the hospital). Faith leaders, community leaders and health care providers alike expressed great interest in the Faith Community Health Network.

It was a pleasure working with the Baltimore Local Health Improvement Coalition to host the forum. Continued deep engagement of Baltimore County hospitals in the coalition may help facilitate consistent, clear, easy-to-understand information to and from consumers who can most benefit from the changes under Maryland’s Health System Transformation project. MCHI can help promote communications via earned and social media to ensure that pertinent information is reaching these consumers in the manner they prefer. MCHI is thrilled to be working with Northwest Hospital as a part of the LifeBridge pilot of the Faith Community Health Network this fall.

**Montgomery County Public Forum
June 15, 2015 5:00PM
Holy Cross Hospital, Silver Spring**



“In Maryland, there are still a lot of disparities. I hope this work will help address those disparities.” – Rev. Louise Malbon Reddix, forum participant

This forum was unique for several reasons. First, Holy Cross Hospital and the Primary Care Coalition had previously hosted a public forum on this topic. Second, they had just learned that the HSCRC had awarded a \$400,000 planning grant for a new collaborative called Nexus Montgomery to help spur collaboration across community partners to improve population health. And finally, both Washington Adventist Hospital and Holy Cross hospitals have long established, strong faith community nursing programs, making the presentation on the faith community health network particularly of interest and leading to strong turn-out among local Faith Community Nurses at the forum.

In all, about 70 people attended the forum. Of those who returned evaluations, most had never heard about Maryland’s unique health care landscape or health system transformation before. They appreciated that the demonstration project as described enhances the overall healthcare system by improving the quality of care and reducing costs and they expect to see hospitals, health care providers and community and faith based organizations working together to help Marylanders be as healthy as possible. They would like to be more knowledgeable about healthcare services and options that can help improve their health and save costs, and are interested in serving on advisory boards to help hospitals and the state understand how health system transformation is impacting health care consumers.

They also want more easy-to-understand information about their disease or condition and want to get this information (as well as information about local developments under the demonstration project) from their health care provider, when at the hospital, through TV/radio and at public meetings.

The unique richness and diversity of this region presents many opportunities as well as challenges in promoting population health. MCHI can help promote awareness of the great work of the Nexus Montgomery project via earned media, collaborating with local primary care providers with MedChi and/or sharing what we learn from our pilot of the Faith Community Health Network with LifeBridge.

**Anne Arundel County Forum
June 24, 2015 8:30AM
Rams Head LIVE!, Hanover**



“The faith community has and will always have a holistic approach to caring for people and we look forward to being involved as these partnerships and alignments take shape.” – Bishop Larry Lee Thomas, forum presenter

About 65 people participated in the forum, which was co-hosted with Healthy Anne Arundel as a part of their regular meeting. A majority of these participants had no prior knowledge of Maryland’s unique health system transformation efforts according to collected evaluations. The forum followed the recent announcement of a major grant award from the HSCRC to the Bay Area Transformation Coalition that includes county hospitals, public agencies, nursing homes, clinics and providers.

Many local community and faith based organizations were present and volunteered their services to support the goals of health system transformation including programs for the elderly, immigrants and low-income county residents. They appreciated that the demonstration project aims to enhance the overall healthcare system by improving the quality of care and reducing costs. They expect to see hospitals, health care providers and community-based organizations working together to help Marylanders be as healthy as possible. They would like to be more knowledgeable about healthcare services and options that can help improve their health and help save costs and are interested in getting this information from their primary care provider.

There is great enthusiasm and interest in ongoing conversations with the community about local developments in health care. Another public forum, perhaps announcing new opportunities under the planning grant or to share its results, may be appropriate. The location for this forum was not ideal due to some significant IT/noise challenges and we can help facilitate another location that may be a better fit for the purpose of the meeting. Specific outreach to primary care providers and faith leaders to engage them as trusted partners and messengers may also be fruitful.

**Baltimore City Forum
July 7, 2015 6:00PM
Central Baptist Church, Baltimore**



“If you want to go fast, go alone. If you want to go far, go together.” African proverb quoted by Dr. Sam Ross, Bon Secours CEO

This was the final forum and was standing-room-only with over 160 participants. Like prior forums, it was co-hosted as a part of a regular quarterly series of public forums that Bon Secours Hospital convenes. Many participants were local community residents affiliated with the church and neighborhood that hosted the event. Others were partners from the Health Enterprise Zone initiative and other related efforts, as well as members of MCHI’s Health Care for All! Coalition from across Baltimore.

There was significant discussion of social determinants of health, perhaps owing to recent unrest in the area. Based on the evaluations that were collected, we learned that 81% of respondents had never heard about the demonstration project or Maryland’s unique hospital system before. They felt the best way to describe it was that it creates a system where all health care providers work together to keep the public healthy and that it enhances the overall healthcare system by improving the quality of care and reducing costs. They saw it as an opportunity to “address root causes of health disparities by addressing social determinants of health.” They expressed concerns about costs, especially for prescription drugs. They’re eager for more information and want to get that information from their health care provider. The Faith Community Health Network received a tremendously positive response.

Congratulations on the successful awards for regional transformation partnerships that have been awarded in this region! The goal to share lessons learned and resources across hospitals to promote population health and reduce avoidable utilization holds tremendous promise, as the region’s hospitals all have much to share and learn. MCHI’s coalition can be an ally in engaging and sharing information with trusted messengers. We will be piloting the Faith Community Health Network with LifeBridge Health and local faith leaders this fall and hope to eventually expand to other interested institutions.

Special Thanks

These forums would not have been possible without the tremendous support from the HSCRC, our coalition and our funders. Thank you to all of those individuals and organizations who share our commitment to strengthening consumer voices to improve consumers' access to quality affordable health care. Below are those who were integral to the success of this effort.

Individuals:

Dr. Dianna Abney	Tricia Isenock	Dr. Irance Reddix
Matey Barker	Rev. Dianne Johnson	Barb Rodgers
Dr. Gregory Branch	Rev. Manfred Kaseman	David Romans
Barbra Brookmeyer	Kevin Kelby	Dr. Sam Ross
Judith Carmichael	Dr. Niharika Khanna	Dr. Maura Rossman,
Dr. Jinlene Chan	Donna Kinzer	Robert Rothstein
Annice Cody	Heather Kirby	Sharon Sanders
Renee Cohen	Jennifer LaMade	T.J. Senker
John Colmers	Bill Lebold	Kevin Sexton
Dr. Darnell Cooper	Della Leister	Glenn Schneider
Carmela Coyle	Beverly Lofton	Rabbi Stephen Sniderman
Christine Crabbs	Mark Luckner	Steve Snelgrove
Pam Creekmur	Rev. Anthony Maclin	Dr. Leeland Spencer
Danielle DaSilva	Susan Markley	Tormod Svensson
Lesia Diehl	Michele Martz	Novella Tascoe
Cheri Ebaugh	Sec. Van Mitchell	Tiffany Tate
Nancy Forlifer	Pastor Rodney Morton	Dr. Henry Taylor
Dorothy Fox	Chrisie Mulcahy	Bishop Larry Lee Thomas
Patrick Garrett	Andi Mullin	Nikki Highsmith Vernick
Dr. Rohit Gulati	Patrick Mutch	Gary Vogan
Darcy Haldeman	Karen Olscamp	Dr. Leana Wen
Dr. Dan Hale	Becky Paesch	Paula Widerlite
Joyce Hendrick	Steve Ports	Darleen Won
Kathleen Imhoff	Leni Preston	Ms. Cristine Wray

Organizations: 1199SEIU, AARP, Baltimore County Health Department/Baltimore County Health Coalition, Bon Secours Health System, Central Baptist Church, Charles County Health Department, Collective Empowerment Group, Community Catalyst, Community Health Resources Commission, Cumberland Ministerial Alliance, Healthy Anne Arundel, Holy Cross Hospital, Howard County Local Health Improvement Coalition, Mid-Shore Health Improvement Coalition, NAACP, NAMI, Nexus Montgomery, Partnership for a Healthier Carroll County, Tri-County Health Improvement Coalition

Funders: Community Catalyst ACA Implementation Fund, Consumer Health Foundation, Horizon Foundation, Jacob and Hilda Blaustein Foundation

Staff: Vincent DeMarco, Matthew Celentano, Stephanie Klapper and Suzanne Schlattman

Interns: Sara Philippe, Jack Sheehy, Abeer Hamid, Kelleigh Eastman

Appendix A – List of Consumer Outreach Taskforce members

Appendix B – List of organizations represented at regional forums

Appendix C – List of Healthy Maryland Initiative Coalition members

Appendix A

HSCRC Consumer Outreach Taskforce Members

Tresa Ballard	Communications Director, AARP Maryland
Tammy Bresnahan	Associate State Director of Advocacy, AARP Maryland
Darren Brownlee	President, National Association of Health Services, Baltimore Chapter
Carmela Coyle	President & CEO, Maryland Hospital Association
Vinny DeMarco	President, Health Care for All
Patrick Dooley	University of Maryland Medical System
Stan Dorn	Senior Fellow, Urban Institute
Michaeline Fedder	Government Relations Director, American Heart Association
Diane Feeney	Health Services Cost Review Commission
Sandy Ferguson	Dir. Social Justice & Missions, Balt-Wash Conference of The United Methodist Church
Isabelle Firth	President, LifeSpan Network
Hank Greenberg	State Director, AARP, Maryland
Dr. Dan Hale	Special Advisor, Office of the President Johns Hopkins Bayview
Rev. Diane Johnson	Collective Empowerment Group
Theresa Lee	Maryland Health Care Commission
Pat Lippold	Vice President for Political Action, 1199 SEIU United Health Care Workers East
Mark Luckner	Executive Director, Community Health Resources Commission
Susan Markley	Vice President of Business Development, HealthCare Access Maryland
Bishop Douglas Miles	Co-Chairman, BUILD
Fran Phillips	Consultant, Community Health Resources Commission

Leni Preston	Chair, Maryland Women's Coalition for Health Care Reform
Thomas Pruski	Director, Health Ministries Association
Lynn Quincy	Assistant Director Health Policy Reform, Consumers Union
Steve Raabe	Founder and President, OpinionWorks
Reverend Irance Reddix	Pastor, St. John's United Methodist Church
Dr. Maura Rossman	Health Officer, Howard County Health Department
Susan Roy	Director of Chaplain Services, University of Maryland Medical System
David Simon	Senior Writer, Maryland Hospital Association
Glenn Schneider	Chief Program Officer, Horizon Foundation
Gerald Stansbury	President, NAACP, Maryland
Terry Staudenmaier	Program Officer, Abell Foundation
Tiffany Tate	Consultant
Nikki Highsmith Vernick	President & CEO, Horizon Foundation
Reverend Fred Weimert	Pastor, Central Maryland Ecumenical Council

Appendix B

Organizations Represented at Regional Forums

Howard County

Amerigroup Corporation
 Anne Arundel, Howard, and Prince George's County Medical Societies
 Association of Community Services
 Baha'i Community
 Baltimore Washington Conference, United Methodist Church (BWCUMC)
 British American Auto Care
 Build Haiti Foundation
 Calvary/Centennial Memorial United Methodist
 Centennial Medical Group
 Chase Brexton Health Services
 City of Baltimore Health Department
 Columbia Assn. Sr. Advisory
 Columbia Association
 Columbia Medical Practice
 Columbia Presbyterian
 Delta Sigma Theta
 Dorsey Emmanuel United Methodist Church
 Evergreen Health Care
 Family & Nursing Care
 First UMC Laurel
 HC Drug Free
 HCCA
 Health Promotion on Call
 Healthy Howard
 Horizon Foundation
 Howard Community College
 Howard County Citizens Association
 Howard County Dental Association
 Howard County Department of Citizen Services
 Howard County DSS
 Howard County Health Department
 Howard County Local Health Improvement Coalition
 Howard County Mental Health Authority
 Howard County NAACP
 Howard County Public School System
 Johns Hopkins
 Judy Center Partnership
 Long and Foster Realtors
 Maryland DHMH
 Maryland Hunger Solutions
 Maryland Pediatrics

Maryland University of Integrative Health
 Meals on Wheels of Central MD
 MHCC
 PATH
 Primary Care Coalition of Montgomery County
 PRJ
 The ARC Howard County
 Transition Howard County
 Unitarian Universalist Congregation of Columbia
 Walgreens
 We Promote Health
 Well Being Medical Care
 Wesley Theological Seminary

Prince George's County

A CTIS, Program
 American Cancer Society Cancer Action Network, Inc.
 AMERIGROUP
 Antioch Baptist Church of Clinton
 Assembly of Petworth
 Baltimore Washington Conference, United Methodist Church
 Behavioral Health Navigators Center, Inc.
 University of Maryland School of Medicine & Shock Trauma Center
 Collective Empowerment Group (representatives from many faith communities)
 Dimensions Healthcare System
 DIO and Vice President of Medical Affairs, Prince George's Hospital Center
 Edward E. Smith & Associates Family Services, Inc.
 Government Affairs
 Health Insurance Commission
 Healthy Kinder, Inc
 Heart to Hand, Inc.
 March of Dimes
 Maryland Insurance Administration
 Consumer Education and Advocacy Unit
 MD Women's Coalition for Health Care Reform
 MedStar Health
 NAACP of Prince George's County
 NAMI Prince George's County
 Office of Prince George's County Executive Rushern L. Baker, III

Prince George's County Council
 Prince George's County Department of Social Services
 Priority Partners of Johns Hopkins
 Regulatory Compliance
 Government Affairs
 Seabury Resources for Aging

Northern MD

Access Carroll, Inc.
 Asian American Center of Frederick
 BWCUMC
 Caring Carroll
 Carroll County Health Department
 Carroll County Commission of Aging and Disabilities
 Carroll County Public Schools
 Student Services Department
 Carroll Hospital Center
 Frederick Community Action Agency
 Frederick County Health Department
 Frederick Regional Health System
 Gale Recovery, Inc.
 Gaudenzia
 Get Connected Family Resource Center
 Health Care is a Human Right MD
 Frederick County
 Maryland Women's Coalition for Health Reform
 MD DHMH
 Mental Health Association of Frederick County
 Mission of Mercy
 NAMI Carroll County
 Partnership for Healthier Carroll County
 UMCC
 University of Maryland School of Nursing Office of Environmental Health
 VHQC

Lower Eastern Shore

Choptank Community Health Systems
 Crisfield Clinic
 McCready Memorial Hospital
 Amerigroup
 Somerset County Health Department

Wicomico County Health
Department
Worcester County Health
Department

Mid Shore

Associated Black Charities-
Dorchester County
Caroline and Kent County Health
Departments
Choptank Community Health
Systems
Crossroads Community, Inc
Eastern Shore Area Health
Education
Mid Shore Health Improvement
Coalition
Mid Shore Mental Health Services
Queen Anne County Health
Department
Regional Opioid Misuse Prevent
Grant Group
Shore Health Systems

Southern MD

University of Maryland Charles
Regional Medical Center
1199 SEIU
American Red Cross
Angel's Watch Shelter
BWCUMC
Calvert County Branch of the
NAACP
Calvert Memorial Hospital
Catholic Charities - Angel's Watch
Shelter
Center for Children, Inc.
Charles County Department of
Health
Charles County Dept of Community
Services
Charles County Freedom Landing
Charles County Branch of NAACP
Charlotte Hall Veterans Home
Community Catalyst
DHMH
Free Gospel Church of Bryan's Road
Greater Baden Medical Services, Inc
Health Partners, Inc.
Healthcare Solutions
Hospice of Charles County, Inc.
Journey of Faith Church in Waldorf
Kadie Pro Health
Maryland Rural Health Association
Maryland Hospital Association
Maryland Women's Coalition for
Health Reform

Missionary Baptist Church and
House to House Bible Ministries
NAMI Southern Maryland
Radiance Health Services
Senator Cardin's office
SMTCCAC Inc. Head Start
Spring Dell Center, Inc
St. Charles High School
St. Mary's Adult Medical Day Care
St. Mary's County Health
Department
The Gospel Church of Bryans Road
UM CRMC
University of Maryland Charles
Regional Medical Center
University of Maryland Extension-
Charles County
Working out Wonders, Inc.

Western MD

A D Naylor & CO, INC
Allegany County Health
Department
Cumberland Ministerial Association
Centenary/Zion United Methodist
Churches
Healthy Howard
NAACP
Rural Area Enrollment Network
Tri-State Community Health Center
United Way
Western MD Health System

Baltimore County

1199 SEIU
Adult Evaluation and Review
Services
Alpha&Omega Counseling
Consultation Svcs. LLC
Anthem, Inc.
Baltimore County DHHS
Baltimore County Department of
Health- Behavioral Health
Baltimore County Department of
Planning
Baltimore County DSS
Baltimore County Executive Office
Baltimore County Medical
Association
Baltimore County NAACP
Baltimore County Public Libraries
Board of Child Care
BWCUMC
Carroll Hospital Center
Chase Brexton
College of Health Professions

Communicable Disease Control
Baltimore County Department of
Health
Delegate Clarence Lam
Diane Kretzschar's parish nurse
support group
Empowerment Temple's Health and
Wellness Ministry
Family Health Center
Friendship Baptist Church
GBMC HealthCare System
Gilchrist Hospice
Good Shepherd United Methodist
Church
Heal the Sick Program
LifeBridge Health
Lochearn Improvement Association
Lutherville Community Association
Maryland Academy of Family
Physicians Family Health Center
Maryland Health Connection
Maryland Legislature
Maryland Rural Health Association
Maryland State Advisory Council on
Physical Fitness
MD Logix
MDCCC AmeriCorps VISTA
MedStar Franklin Square Medical
Center
New All Saints Church-Health
Committee
Northwest Hospital
Office of Senator Ben Cardin
Ombudsman Program Baltimore
County Department of Aging
Planning and Administration,
Baltimore County Department of
Planning
Priority Partners
Progressive Health Group Inc
Prologue Inc
Riverside Health
Sacred Heart Parish
Sinai/Northwest Hospital
St. Clare Medical Outreach
St. Johns Methodist Church
Stella Maris Hospice and HomeCare
Stella Maris Senior Day Center
Stephens OMT, Inc.
University of Maryland School of
Medicine Department of
Epidemiology and Public Health
Wesley Theological Seminary
White Oak Health Care
Y of Central Maryland

Montgomery County

AAUW, Holy Cross

Adventist Health Care
Adventist HealthCare from the
Center for Health Equity and
Wellness
Advocates for Children and Youth
African American Health Program
of Mont. Co.
American Cancer Society, Inc.
Baltimore City League of Women
Voters
Brooke Grove Foundation
Brooke Grove Retirement
CASA
Catholic Charities
Center for Public & Nonprofit
Leadership
Collingswood Nursing and
Rehabilitation Center
Emmanuel Brinklow SDA Church
Georgetown University
Glen Ridge SDA Church
Health Programs Delivery
Help Africa Inc.
Holy Cross Health
Homeless Services
Institute for Public Health
Innovation, MC DHHS
Interfaith Community Liaison for
Montgomery County
Interfaith Works
McInnis & Associates Consulting,
LLC
MD Women's Health Coalition
MedStar Montgomery Medical
Center
Montgomery County DHHS
Montgomery Health Care Action
NAACP Montgomery County
NAMI Montgomery County
NMS Healthcare
OFA
Primary Care Coalition of
Montgomery County
River Road Unitarian Church
RRUUC
St Francis of Assisi RC Church
St. Francis of Assisi Parish
St. Johns United Methodist Church
Suburban Hospital
Universalist Unitarian
Wesley Seminary
Maryland Women's Coalition for
Health Reform

Anne Arundel County

2-1-1 Maryland/United Way
Helpline
AAMC
AMERIGROUP - Provider Solution
Amerigroup Community Care
Anne Arundel County Department
of Aging and Disabilities
Anne Arundel County Department
of Health
Anne Arundel County Health Officer
Anne Arundel County Mental
Health Agency
Anne Arundel Medical Center
Asbury Broadneck United
Methodist Church
Baltimore Washington Medical
Center
BMMC
DeCesaris Cancer Center
First UM Laurel
Greater Annapolis Family Center Y
Health Policy Research Consortium
IMAGE Center of Maryland
Keswick Community Health Services
Maryland Department of Aging
Maryland Naturopathic Doctors
Association
Medi Rents and Sales
MedStar Family Choice
MHAMD
Mount Olive AME Church
NAACP
New Life Fellowship Int. Ministries
OFA
Office of Councilman Andrew C.
Pruski
Office of County Executive Steven
R. Schuh
Office of U.S. Senator Ben Cardin
Owensville Primary Care
Pathways
Reilly Benefits, Inc.
Sarah's House
Seeds 4 Success
Spencerville Adventist Church
St Anne's Episcopal Parish
Student Services, AACPS
United Healthcare
United Methodist Men
United Way of Central Maryland
University of Maryland Baltimore
Washington Medical Center

Y of Central Maryland

Baltimore City

1199 SEIU
Advocates for Children and Youth
Adrian Harpool Associates
All Saints Church
Attorney General Office
Baltimore Alliance for Careers in
Healthcare
Baltimore City Council
Baltimore City Cancer Program
Baltimore City Health Department
Behavioral Health System Baltimore
Bon Secours Health System
CARA plans
Central Baptist Church
DHMH
Enoch Pratt/Families USA Bound
FSO, Inc
God's Church
HPRC A CTIS Program
Job Opportunities Task Force
Johns Hopkins Bayview Medical
Center
Johns Hopkins School of Public
Health
Johnson & Johnson
LifeBridge Health
Matthew A. Henson Neighborhood
Association
Maryland Environmental Health
Network
Maryland Health Connection
MD General Assembly
MDCCC AmeriCorps VISTA
Medstar Health
NAACP Cecil County
NAACP Maryland
New Saint Mark Baptist Church
Recovery in Community
Sen. Ben Cardin's office
Seniors Helping Seniors
St. Agnes Hospital
St. John AME Church
St. Johns Methodist Church
Timothy Baptist Church
UMB\Southwest Partnership
Union Memorial Hospital
United Way of Central MD
UMMC Midtown Campus
WBC Community Development
Corporation

Appendix C

MCHI's Healthy Maryland Initiative Coalition Members

June 5, 2015 – 760 Endorsers

Statewide and Regional

1199 SEIU United Health Care Workers East
AARP Maryland
Abilities Network
Action on Smoking and Health (ASH)
Advocates for Children and Youth
American Academy of Family Physicians
American Academy of Pediatrics, Maryland Chapter
American Baptist Churches - South
American Cancer Society – South Atlantic Division
American College of Physicians, Maryland Chapter
American Federation of Teachers - Maryland
American Heart Association
American Jewish Congress, Maryland Chapter
American Lung Association of Maryland
American Minority Contractors' Association, Inc.
Asian American Anti-Smoking Foundation
Baltimore Healthy Start, Inc.
Baltimore Intersection
Baltimore Jewish Council
Baltimore Medical System
Baltimore Washington Conference Board of Church & Society
Baltimore Washington Conference of the United Methodist Church
Baltimoreans United In Leadership Development (B.U.I.L.D.)
Baptist Deacons Conference of Baltimore
Baptist Ministers Conference of Baltimore
Campaign for Tobacco Free Kids

Cancer Support Foundation, Inc.
CASA de Maryland
Central Atlantic Conference of the United Church of Christ
Central Maryland Ecumenical Council
Chesapeake Climate Action Network
Chesapeake Quarterly Meeting – Religious Society of Friends (Quakers)
Church Women United in Maryland – Executive Council
Coalition for a Healthy Maryland
Collective Empowerment Group, Inc.
Columbia Union
Conference of the Seventh-day Adventist Church
Community Behavioral Health Association of Maryland
Community Health Integrated Partnership
Delaware Maryland Synod, Evangelical Lutheran Church in America
Ecumenical Leaders Group (ELG)
Emmanuel
Episcopal Diocese of Maryland
Episcopal Diocese of Washington
Friends of Lower Beaverdam Creek
Funeral Directors and Morticians Association of Maryland
Greater Baden Medical Services, Inc.
Greater Baltimore Urban League
Habitat for Humanity of the Chesapeake
Health Care Access Maryland
Health Care for the Homeless
Institutes for Behavioral Resources, Inc.
Interdenominational Ministerial Alliance

Interfaith Works
Jewish Community Relations Council
Johns Hopkins Pediatric Liver Center
Latino Providers Network
Lili Amsel Children's Foundation
March of Dimes, MD National Capital Area Chapter
Maryland Academy of Family Physicians
Maryland Assembly on School-Based Health Care
Maryland Association of County Health Officers
Maryland Association of Student Councils
Maryland Citizens Against State Executions
Maryland Consumer Rights Coalition
Maryland Dental Hygienists' Association
Maryland Environmental Health Network
Maryland Federation of Chapters, National Active and Retired Federal Employees' Association (NARFE)
Maryland Group Against Smoker's Pollution
Maryland Healthy Eating and Active Lifestyle Coalition (HEAL)
Maryland Hospital Association
Maryland Legislative Agenda for Women
Maryland Multicultural Youth Centers
Maryland Non-Profits
Maryland Nurses Association
Maryland PIRG
Maryland Public Health Association
Maryland Rural Health Association
Maryland State Conference NAACP
Maryland State Education Association
Maryland/District of Columbia Society For Respiratory Care

Mautner Project: The National Lesbian Health Organization
MedChi, The Maryland State Medical Society
Medicaid Matters!
Mid-Atlantic Association of Community Health Centers
Mid-Atlantic P.A.N.D.A. (Prevent Abuse & Neglect through Dental Awareness)
Morgan State University School of Community Health and Policy
NAMI Lower Shore
NAMI Maryland
NAMI Metropolitan Baltimore
NAMI Southern Maryland
National Action Network – Greater Baltimore Chapter
National Association of Social Workers – Maryland Chapter
National Congress of Black Women – Greater Baltimore Chapter
National Council on Alcoholism & Drug Dependence – Maryland Chapter
National Society of Pershing Rifles Alumni Association
National Tobacco Independence Campaign
Nurse Practitioners Association of Maryland
Oncology Nursing Society
Organizing for Action Maryland
Pan African Collective
Pastors' Conference of Baltimore
People Encouraging People
Planned Parenthood of Maryland
Presbytery of Baltimore
Progressive Baptist Convention of Maryland
Progressive Maryland
Pure Potential Enterprises
R.E.S.P.E.C.T.

Maryland Citizens' Health Initiative Education Fund, Inc.
2600 St. Paul St.
Baltimore, MD 21218
(410) 235-9000

REACH
 Safe and Sound Campaign
 SEIU Local 400
 SEIU Maryland/DC State
 Council
 Top Ladies of Distinction
 UFCW Local 400
 Unitarian Universalist
 Legislative Ministry of
 Maryland
 United Baptist Missionary
 Convention
 United Christian Clergy
 Alliance
 United Council of Christian
 Community Churches
 of Maryland
 United Seniors of Maryland
 Women Accepting
 Responsibility
 Women's Suburban
 Democratic Club

Anne Arundel County

Abby Bay Designs
 All In His Hands Barbershop
 Annapolis Book Store
 Annapolis Ice Cream
 Annapolis
 Interdenominational
 Ministerial Alliance
 Annapolis Post Box, Inc.
 Annapolis Running Shop
 Anne Arundel County
 Medical Society
 Anne Arundel Medical
 Center Care
 Management
 Asbury Broadneck United
 Methodist Church
 Asbury Town Neck United
 Methodist Church
 Asbury United Methodist
 Church
 Aurora Gallery
 BE Home
 Beefalo Bob's
 The Big Cheese
 Blue Crab Antiques
 Cager Counseling Service
 Caspersen Floral Design
 Chez Amis Bed & Breakfast
 Classy Image
 Creative Impressions
 Deliverance Temple
 Sanctuary Ministries
 Dr. Saad Kuwanja Medical
 Practice
 Dream Helpers Global
 Mission
 Emmanuel Temple of Praise
 Empowering Believers
 Church
 Eyes on Main
 First Lady's Salon

Fresh Start Church
 Fun of All! Tours
 Girl Scouts Troop 61
 Granny Family Care
 Hands of Hope
 Iglesia Misionera Masque
 Vencedora Band
 In His Hands Ministry
 It's Just That Good
 James B. Hyman, PHO, Inc.
 Jeanie's Salon & Day Spa,
 Inc.
 Jesus Love Temple
 John Wesley United
 Methodist Church of
 Glen Burnie
 Judah Temple Ministries
 Kingdom Celebration
 Center
 Kingdom Life Church
 Lifegate Chapel
 Light of the World
 Light of the World Family
 Ministries
 Madison Boutique
 Magothy United Methodist
 Church of the Deaf
 Margaret Johnson Mary
 Kay Beauty
 Mary & Blanche!
 Matrix Design Build
 McNeill's Day Care
 Men 2 Men
 Metropolitan United
 Methodist Church
 Mount Olive African
 Methodist Episcopal
 Church
 Mount Zion United
 Methodist Church
 Mount Zion United
 Methodist Church -
 Magothy
 MRT, LLC
 Ms. Granny's Family Child
 Care
 My Body Count
 NAACP – Anne Arundel
 County Branch
 NAMI Anne Arundel
 County
 Nano
 Natalie Silitch Folk Art
 New Hope Sabbath
 Christian Center
 New Life Fellowship
 New Pslamist Church
 NLACS
 Oliver's
 One Accord Apostolic
 Church
 Opportunities
 Industrialization Center
 of Anne Arundel
 County, Inc.

Owensville Primary Care,
 Inc.
 The Pink Crab
 Potomac Physicians
 Rejoice TV
 re:Source
 Return to Oz Consignments
 Rhena Word Worship &
 Praise Center
 Richardson Trucking, LLC
 Rose of Sharon Church
 Saint Matthew's United
 Methodist Church
 Scittino's Groceries &
 Meats
 Servants Ministry, Inc.
 Severn School Student
 Council
 Shear Bella Beauty Salon
 Silas First Baptist of
 Severna Park
 Smoke Free Holy Ground
 Stevens Hardware
 Straight Way Apostolic
 Temple
 Suzanne's Florist, Inc.
 Tammy Loves Us, Inc.
 Treasure Island
 Union Memorial United
 Methodist Church
 The Pizza Shop, Inc.
 The Unknown Artist
 Viet-Thai Paradise
 Restaurant
 Vivo!
 Wayman Good Hope
 A.M.E. Church

Baltimore City
 AARP 4636
 The ANA Group, LLC
 Antioch Ever Increasing
 Faith International
 Church, Inc.
 Apostolic Ministerial
 Alliance, Inc.
 Arcadia Improvement
 Association
 Ark Church
 Austin Consulting
 Baltimore City Council
 Baltimore City Young
 Democrats
 Baltimore Ethical Society
 Baltimore Medical System,
 Inc.
 Baptist Ministers Night
 Conference
 Berean Baptist Church
 Big Brothers Big Sisters of
 the Greater
 Chesapeake
 Black CORDZ Barbershop
 Bmore Fit Body Posse, LLC
 Bolton Street Synagogue

Brown, Goldstein & Levy,
 LLP
 Brown Memorial Park
 Avenue Presbyterian
 Church
 BUILD Fellowship -
 Tabitha's House
 Cadet Martial Arts &
 Fitness
 Callegary & Steedman, P.A.
 Canaan Missionary Baptist
 Church
 Charm City Clinic, Inc.
 Chase-Brexton Health
 Services, Inc.
 Chemical People Task
 Force of Cherry Hill
 Child First Authority, Inc.
 Christian Community
 Church of God
 Church of the Holy Nativity
 City Temple of Baltimore
 Community Assistance
 Network
 Concord Baptist Church
 Cooke Lee Jewelry
 Destiny Baptist Church
 Dream Hair Lounge
 Dynamic Deliverance
 Cathedral
 Eastern Technical High
 School Student Council
 First Apostolic Faith Gospel
 Tabernacle
 First Mount Carmel
 Christian Community
 Church
 Freedom Temple AME Zion
 Church
 Friendship Baptist Church
 From Bankruptcy to Bounty
 Worldwide
 Ministries
 Garden of Prayer Baptist
 Church
 Gateway to Beauty
 Gennuso Barber Shop
 Gethsemane African
 Methodist Episcopal
 Church
 Gillis Memorial Christian
 Community Church
 God's Grace Apostolic Faith
 God's Women of Promise,
 Inc.
 Gordon's Florist
 Govans Ecumenical
 Development
 Corporation
 Greater Bethlehem Temple
 Greater Homewood
 Interfaith Alliance
 Greater St. John Baptist
 Church
 Greater St. Peter Church of
 God

Harbor Pediatrics
 Highrock Baptist Church
 Historic Saint Paul
 Community Baptist
 Church
 Holy Comforter Lutheran
 Church
 Holy Rock Christian
 Community Church
 Homebody Fitness
 Homewood Friends
 Meeting
 Hope Community
 Ministries
 Hopkins United Methodist
 Church
 HR Construction
 Hunting Ridge Presbyterian
 Church
 Infinite Biomedical
 Technologies, LLC
 Interfaith Association of
 Roland Park
 The Intersection
 Intrepid Foundation for
 Urban Youth
 Empowerment
 Joan Carpenter - Mary Kay
 KBC Fanci Fixins
 Kerygma Ministries
 Kidz Nite Inn
 King's Landing Women's
 Service Club
 Koinonia Baptist Church
 Koinonia Baptist Daycare
 Lake Evesham Community
 Association
 Lewis Grocery
 Lin's Loving Care Assisted
 Living
 Livingston Construction
 Mandarin Taste
 Maryland Group Faculty
 Practice
 Memorial Baptist Church
 Men and Families Center
 Messiah Lutheran Church
 Midtown Edmondson
 Avenue Improvement
 Association
 Missey's Desserts
 Mount Lebanon Baptist
 Church
 Mount Olive Holy
 Evangelist Church
 Mount Sinai Baptist Church
 Muslim Community
 Cultural Center of
 Baltimore
 NAACP – Baltimore City
 Branch
 NAACP – Baltimore City
 Health Committee
 New All Saints Catholic
 Church
 New Antioch Baptist
 Church
 New Christian Memorial
 Church
 New Faith Deliverance
 New Hope Baptist Church
 New Joy Church and
 Ministry
 New Life Kingdom Ministry
 New Light A.M.E. Zion
 Church
 New Pleasant Grove
 Missionary Baptist
 Church
 Northeast Community
 Organization (NECO)
 Old Goucher Business
 Alliance
 Park Heights Community
 Health Alliance
 People's Community
 Health Centers, Inc.
 Perkins Square Baptist
 Church
 Phi Beta Sigma Fraternity,
 Inc.
 Pilgrim Temple Church, Inc.
 Prince of Peace Baptist
 Church
 Progressive First Baptist
 Church
 Project PLASE (People
 Lacking Ample Shelter
 and Employment)
 Project Safe Haven
 Rehoboth Church of God in
 Christ
 Refuge of the Cross Church
 of Christ
 Restoration Community
 Church
 Resurrection Ministry
 Save Another Youth, Inc.
 SBC Outreach
 Sharon Bond - Avon
 Shiloh Christian
 Community Church Sisters
 Together and Reaching,
 Inc.
 Small Office Solutions
 Snoball Hut
 Some New Creations
 Souls for Christ
 Spanner In the Works, LLC
 St. Edward Roman Catholic
 Church
 St. Elizabeth of Hungary
 Roman Catholic Church
 St. Joseph Freewill Baptist
 Church
 St. Matthew Church
 St. Matthew's Gospel
 Tabernacle Church
 St. Matthew's New Life
 United Methodist
 Church
 St. Vincent de Paul Church
 – Peace & Justice
 Committee
 Stony Run Friends Meeting
 Stop the Violence Coalition
 Tastefully Simple
 Techs 4IT, Inc.
 The Children's Mission, Inc.
 The Holy One of Israel
 Ministries, Inc.
 The Lord's Church
 The Lord's Church
 Ministries
 The New Good Samaritan
 Baptist Church
 Time Printers
 Total Health Care, Inc.
 Traffic Managers, Inc.
 Treatment Resources for
 Youth, Inc.
 Trinity Baptist Church
 Trinity Baptist Church –
 Health Ministry
 Union Baptist Church
 Union Baptist Head Start
 Victory Missionary Baptist
 Church
 Village Baptist Church
 Will's Barbershop
 Wilson Park Christian
 Community Church
 Winston Avenue Baptist
 Church
 Zion Baptist Church
 Zion Baptist Church of
 Christ

[Baltimore and Harford
 Counties](#)
 A Better Way
 Against the Grain
 All American Tag & Title
 ASAS
 Asbury United Methodist
 Church
 At Event Planning
 Atwaters
 Awaken the Spirit Wellness
 Baltimore County Medical
 Association
 Baltimore County Young
 Democrats
 Baltimore Network of the
 Esimorp Coalition
 Bodyworks Tannery
 Business Plans, LLC
 Café Di Roma
 Caton Auto Clinic
 Caton Auto Clinic Fleet
 Center
 Caton Auto Clinic
 Maintenance Shop
 Catonsville Car Center
 Catonsville Chamber of
 Commerce
 Catonsville Custom
 Framing
 Children's Home Athletic
 Department
 Constellation Design
 Group, Inc.
 Dealya Agency
 Diane's Dinette
 Dings N Things
 Doris' Closet Consignment
 Duggie's
 Downtown Massage
 Therapists
 Dr. David Hoffman Dental
 Practice
 Dr. Neeraj Verma Medical
 Practice
 Dundalk Pediatric
 Associates
 Empowerment Temple
 Floor Matt, LLC
 Glencoe Auto
 Goody's Folkart
 Hairoglyphics
 Halethorpe Liquors
 Hamis Yoga
 Harford County Regional
 Association of Student
 Councils
 Head Graphics
 Hill's Car Service
 Holy Comforter Lutheran
 Indiana Floor, Inc.
 IRC, Inc.
 Isaiah Baptist Church
 Iskon Baltimore
 Larry Goodwin & the Divine
 Shepherds
 Larry's Quality Cuts
 Lee Myles Transmissions
 Lemon Meringue Thrift &
 Gift
 Lighthouse, Inc.
 Lily's Bridal
 McDonalds
 Michael A. Zwaig, PA
 NAACP – Baltimore County
 Branch
 NAACP – Harford County
 Branch
 NAMI Harford County
 NARFE Chapter 1936
 New Harford Democratic
 Club
 New Life Fellowship
 New Royal Baptist Church
 Objects Found
 Oella Physical Therapy
 Park Moving and Storage,
 Inc.
 Park School Student Senate
 The Parks Agency
 Season Travel Service
 Performance Collision
 Renewed Hope Church
 Robinson Consulting

The Session of Brown Memorial Woodbrook Presbyterian Church
Shulman & Associates, Inc.
Sigman & Summerfield Association, Inc.
Sister's Treasures
Southwest Baltimore County Democrat Club
Speed's Cycle
Staub Art Studio
Timothy Taylor Homes Services, Inc.
Towson Unitarian Universalist Church
Towson University Wellness Center
Traci Lynn Fashion Jewelry
TRG Networking, Inc.
Trucking & Transportation, Inc.
Village Elders Senior Shopping Service

[Eastern Shore \(Caroline, Cecil, Dorchester, Kent, Queen Anne's, Somerset, Talbot, Wicomico, Worcester Counties\)](#)

Alpha Cleaning Systems
Associated Black Charities of Cambridge
Brooklett's Place Talbot Senior Center
Cambridge Church of Christ
Family Care of Easton, LLD
Family & Friends of Asbury & Green Chapel, Inc.
Great Event Planners
Kent County High School Student Government Association
Mount Zoar AME Church
NAACP – Caroline County Branch
NAACP – Cecil County Branch
NAACP – Dorchester County Branch
NAACP – Kent County Branch
NAACP – Queen Anne's County Branch
NAACP – Somerset County Branch
NAACP – Talbot County Branch
NAACP – Wicomico County Branch #7028
NAACP – Worcester County Branch
NAMI Cecil County
New St. John's United Methodist Church

Samuel T. Hensley Elks Lodge #974
Scott's United Methodist Church
Talbot County Democratic Forum
Talbot County Democratic Women's Club
Talbot County Health Department
Talbot Partnership for Alcohol and Other Drug Abuse Prevention
Upper Shore Aging, Inc.
West Cecil Health Center, Inc.
Wicomico County Medical Society
Wicomico Neighborhood Congress

[Frederick County](#)

Asian American Center of Frederick
Frederick County Medical Society
Frederick Keys Baseball Club
Mental Health Association of Frederick County
NAACP – Frederick County Branch
NAMI Frederick County
Opal Ridge Dental
Smoke Free Maryland Coalition – Frederick County
Women's Democratic League of Frederick County
Unitarian Universalist Congregation of Frederick – Social and Environmental Justice Committee
United Democrats of Frederick County

[Howard County](#)

American Renal
Ardinger Consultants & Associates (ACA)
Artists and Frames
Association of Community Services
Bethany United Methodist Church
British American Auto Care, Inc.
Child Health Foundation
Columbia Church of God in Christ
Columbia Democratic Club

Columbia Personal Trainer
Charlotte Lysic
Elite SFN
Ellicott City Dialysis
Emilia's Acrobatics
Gymnastics and Cheerleading
Emory United Methodist Church
Excel Cleaners
Fit and Healthy You with Dr. Ali
Fox's Firearms
Genesis Arts, LLC
Granite Tutorial
Grassroots Crisis Intervention Center, Inc.
Healthy Howard
Howard County Association of Student Councils
Howard County Cancer and Tobacco Coalition
Howard County Medical Society
Howard County Student Government Association
James Ferry Photography
Kernal Mission Church
Kristie's Salon and Barber
Kyoto Day Spa
Let There be Rock Schools
Lights Out Gym
Lord is My Shepard Baptist Church
M.L. Smith Electric, Inc.
Moving by Faith Cleaning Service, LLC
NAACP – Howard County Branch
NAMI Howard County
New Hope Seventh-day Adventist Church
No Excuses Fitness
One For All Dance Academy, LLC
Patapsco Friends Meeting
Pinky Nails
Roll Up N Dye
Snowden River Liquor
Spring Water Designs
Quilting
Springfield Presbyterian Church
St. John United Methodist/Presbyterian Church
Twig Variations, Inc.
Vickey's Nails
US Carpet

[Montgomery County](#)

Adventist HealthCare
African American Health Program – Montgomery County Health & Human Services
Am Kolel
Art Saunders Consulting, Inc.
Bethel World Outreach Church
Bethesda Cares, Inc.
Boy Scouts of Takoma Park
Charles E Smith Jewish Day School Student Council
Citi Center, Inc.
Community Clinic, Inc.
Dr. Karen Fleischer Medical Practice
Dr. Mauricio Cortina Medical Practice
Fernand Body Shop
Flamingo Terrace Enterprises, Inc.
Go Mom Go
Hughes United Methodist Church
Illuminata Healing Arts
JBA Coaching Services, LLC
Long Branch Neighborhood Initiative
Montgomery County Junior Council, Student Councils
Montgomery County Region, Student Councils
Montgomery Health Care Action
Montrose View Psychotherapy Associates, LLC
Morse Enterprises, Inc.
NAACP – Montgomery County Branch
NAMI Montgomery County
NARFE Chapter 1892 – Aspen Hill
NARFE Chapter 0581 -- Gaithersburg
Oak Grove AME Zion Church
Ocean's Away
River Road Unitarian Universalist Congregation – Social Justice Council
Robin Richmond Music
Robin Richmond Yoga & Massage
Salem Gospel Ministries
Sandy Spring Friends School Student

Government
Association
Smoke Free Promenade
Somah American
Community
Association
Suburban Video
Takoma Park Home
Learning Network
Takoma Parents & Kids
Takoma Plays
Woman's Democratic Club
of Montgomery
County, MD
Women on a Mission
Coalition, Inc.

[Prince George's County](#)

AD/HD Health & Wellness
Coaching
Affordable Behavioral
Consultants (ABC), Inc.
Afrique Caribbe
International
American Cancer Society's
Volunteer Prince
George's Leadership
Council
American Medical Student
Association—University
of Maryland Chapter
AmpVita, LLC
Ancestral Knowledge
Antioch Baptist of Clinton
Art Works Now
Artistic Nails
Beth Shalom AME Zion
Church
Bowie One Barbershop
Boy Scout Troop 257
Bridge to Health Care, Inc.
Camp Fire Patuxent
Casa Blanca Bakery
Center Point Baptist
Church
Chef Lou's Desserts
Cheverly Boys & Girls Club
Cheverly Community
Market
Cheverly Meals on Wheels
Cheverly STEM Education
Center
Cheverly Weekday Nursery
Cheverly Weekday Security
Cheverly United Methodist
Church
Cheverly Woman's Club
Cheverly Young Actors
Guild
Christ Kingdom Church
Christian Community
Presbyterian Church
Church of the Great
Commission

Crossover Church Food
Pantry
Curves of Greenbelt
Darlene Terrell Artistic
Designs
Deaf Ministry of Greater
Mt. Nebo AME Church
Deciduous Dave's Walking
Sticks and Stuff
Disciples of Christ Christian
Church Ministry
Dr. Joel Lang Financial
Planning
Ebenezer AME Church
El Buen Gusto
Electronic Center
Empire Cleaners
Flexin Car Club
G – 12 Youth
Empowerment Center
G&G Heating and Cooling
Galbraith AME Zion Church
Gayle Electric
General Accounting & Tax
Services
Girl Scouts Troop 437
Girl Scouts Troop 3443
Greater Mount Nebo AME
Church
Greenbelt Dental Care, P.C.
Generous Joe's Deli
Greenbelt Sportsplex
Hair Afrique
Haircut 2000
Healthy Futures Family
Program
Highland Park Christian
Academy
Insurance USA Corporation
Jitterbug Construction LLC
Jones, Mitchell and
Associates, LLC
Kentland Civic Association
King David Productions
Latin American Youth
Center
Laurel Advocacy and
Referral Services
(LARS), Inc.
Lee's Nail Day Spa
Livin' the Light, LLC
Living Faith Baptist Church
and International
Ministries
Living Word Bible
Fellowship
Majestik Events
Manorstone Security
Marlboro Meadows Baptist
Church
Maryland Center at Bowie
State University
Master Sivananda's
Institute for Yoga and
Health

Merino Home
Improvement Corporation
Mighty Men of Strength,
Inc.
Mitchellville Florist
Mobilizing Communities
Mount Zion AME Church
My Cell Phone Repairs
NAACP – Prince George's
County Branch
NAMI Prince George's
County
New Deal Cafe
New Hope Baptist Church
NJR Auto Services
Prince George's County
Council
Prince George's County
Medical Society
Prince George's Regional
Association of
Student
Government
Rainbow 1627
Realty 1, Inc.
The Sanctuary at Kingdom
Square
SIDS Educational Services,
Inc.
Social Action Committee,
Paint Branch
Unitarian Universalist
Church
Sport Outlet
St. Vincent Pallotti High
School SGA
Take Charge Juvenile
Program
Tonya Rodgers Health
Ministry
Touch As Art
University Liquor
Vina Fabrics
Vine Corps, Inc.
Visiting Angels
Volunteers of America –
Prince George's County
Chapter
Woodland Job Corps
Center

[Southern Maryland
\(Calvert, Charles, St.
Mary's Counties\)](#)
9 Pearls Production
Abuja International Foods
Calvert Association of
Student Councils
Checks Cashed & More
Wireless Expo
Choptican High School
Student Government
Association
Country Nutrition
Dee's Wild Bird Lovers

Direct Auto Brokerage, LLC
DWI Services Inc. DBA The
Carol M. Porto
Treatment Center
Esperanza Middle School
Student Government
Association
Family Med's, Inc.
Fancy Vans Mobility
Father Andrew White
Student Council
Association
Feli's Salon & Spa
Good Shepard United
Methodist Church
HB Medical & Wellness
Care
House of Pop Culture
John's Automotive &
Transmission
La Plata United Methodist
Church
Leonardtown High School
Student Government
Association
Lucky PALS
Margaret Brent Middle
School Student
Government
Association
Melbourne One Hair Studio
Mike's Chicken & Ribs
NAACP – Calvert County
Branch
NAACP – Charles County
Branch
NAACP - St. Mary's County
Branch
NARFE Chapter 1260
New Horizon Child
Development Center
Real Deal Boutique
Oeufs Auto
Patuxent High School
Student
Government
Q's Barbering
Real Deal Boutique
Southern Maryland Pawn
Brokers, LLC
St. Mary's Association of
Student Councils
St. Mary's Ryken Student
Government
Association
TW Racing
Vogel's Flowers
Waldorf RC & Hobbies
Waldorf Shoe Repair
Waldorf Signs, Inc.
Waldorf Trucking
Yori's Cleaners
Young's Auto Service

Western Maryland
(Allegany, Carroll,
Garrett, Washington
Counties)

A.D. Naylor & Co., Inc.
Allegany County
Association of Student
Councils

Church Women United in
Washington County –
Executive Council
First Missionary Baptist
Church
Mountain Laurel Medical
Center, Inc.

NAACP – Allegany County
Chapter
NAACP – Carroll County
Branch
NAACP – Garrett County
Branch
NAACP – Washington
County Branch

NAMI Allegany County
NAMI Carroll County
NAMI Garrett County
NAMI Washington County
Phi Alpha – McDaniel
College Chapter