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Overview of Strategic Planning Process

This Community Engagement Strategy was developed in collaboration with the leadership and staff of the University of Maryland, Baltimore and the University of Maryland Medical Center (“University of Maryland”).

The University of Maryland held a retreat on Sept. 14, 2016, to understand the current state of the West Baltimore community and to develop goals and strategies to support and improve the condition of the community in which we work and live. Fifty-three engaged leaders across the campus gathered together for a half-day to build a plan for a revitalized West Baltimore.

The objectives of the plan are to:

• understand current conditions and gaps in the community and implement solutions to improve conditions today and sustainable strategies for the future

• build awareness, understanding, and trust with community-based organizations and residents

• deliver on the University of Maryland’s commitment to transparency, collaboration, and accountability as it relates to our community

• develop and embed effective processes for obtaining community input that represents the views of community members
# Joint Community Engagement Strategic Planning Retreat

**Sept. 14, 2016**

## AGENDA

**Wednesday, September 14, 2016**

**University Maryland SMC Student Center, Room 351**

7:45 a.m. – 9:00 a.m.

<table>
<thead>
<tr>
<th>Agenda</th>
<th>Presenter</th>
<th>Time</th>
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<tbody>
<tr>
<td>Gathering and Lunch</td>
<td>All</td>
<td>7:45 a.m. – 12:00 p.m.</td>
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<tr>
<td>Welcome</td>
<td>Donna Jacobs, D. Farrakhian</td>
<td>12:05 p.m. – 12:10 p.m.</td>
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<tr>
<td>Intention and Meeting Objectives</td>
<td>Ashley Valls, Jo-Ann Williams</td>
<td>12:15 p.m. – 12:20 p.m.</td>
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<tr>
<td>Current Status of West Baltimore</td>
<td>A. Valls, C. Callahan</td>
<td>12:20 p.m. – 12:35 p.m.</td>
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<tr>
<td>Break and Transition to Workgroups - 1:50 p.m. – 2:00 p.m.</td>
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<tr>
<td>Community Engagement Strategy Workgroup Session (Health, Workforce, Education, MBE/WBE, Small Business)</td>
<td>All Participants</td>
<td>2:00 p.m. – 3:30 p.m.</td>
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<td>Break and Transition - 3:30 p.m. – 3:45 p.m.</td>
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<tr>
<td>Workgroup Report Out</td>
<td>VTS Group Leaders</td>
<td>3:45 p.m. – 4:45 p.m.</td>
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<tr>
<td>Closing Remarks</td>
<td>Jay Freeman, MD</td>
<td>4:45 p.m. – 5:00 p.m.</td>
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</table>
Fifty-three leaders and staff members from UMB, UMMC, and UMMS participated in the community engagement retreat on Sept. 14, 2016. All attendees agreed to plan and implement the initiatives outlined in this plan.

<table>
<thead>
<tr>
<th>UMB</th>
<th>UMMC/UMMS</th>
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<tbody>
<tr>
<td>Jay Perman, MD</td>
<td>Amy Fulmer</td>
</tr>
<tr>
<td>Jennifer Litchman</td>
<td>Asunta Henry</td>
</tr>
<tr>
<td>Jane Shaab</td>
<td>Christina Miller</td>
</tr>
<tr>
<td>Kevin Kelly</td>
<td>Dana Farrakhan</td>
</tr>
<tr>
<td>Mike Ruddock</td>
<td>Gary Kane</td>
</tr>
<tr>
<td>Jane Lipscomb</td>
<td>Jordan Dunham</td>
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<tr>
<td>Brian Sturdivant</td>
<td>Leonard Taylor</td>
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<tr>
<td>Matt Lasecki</td>
<td>Mariellen Synan</td>
</tr>
<tr>
<td>Bronwyn Mayden</td>
<td>Michelle Clark</td>
</tr>
<tr>
<td>Joyce Ritchie</td>
<td>Simone Odwin-Jenkins, RN</td>
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<td></td>
<td>Russell Lewis, MD</td>
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<tr>
<td></td>
<td>Diane Johnson</td>
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<td></td>
<td>Kathy Kraft</td>
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<tr>
<td>Community Representatives:</td>
<td>Community Facilitators:</td>
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<tr>
<td>Principal Gregory Miller,</td>
<td>Kurt Sommers, Linda Dvorak,</td>
</tr>
<tr>
<td>Leonard Spain, and Kenika Walker</td>
<td>Ronald Smith</td>
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Reason for Joint Action

- This community engagement strategic plan puts in motion a new model for community engagement for the next two years that will strengthen university-hospital-community partnerships to address critical needs in our community.

- This plan attempts to reflect the many voices heard from the community and colleagues from across the University of Maryland campus.

- The development of the plan was inspired by the presidents of both institutions, stating that together we can make an even better impact in our collective work in the community.

- Community engagement in West Baltimore is a high priority at the University of Maryland, and staff, faculty, and students will collaborate with community partners to address critical social needs and to build and support a healthy, empowered, socially cohesive, and revitalized West Baltimore community.
“As the two largest anchor institutions on the west side of Baltimore, we will work in partnership with our neighbors to build and support a healthy, empowered, socially cohesive, and revitalized community.”
Rationale for Four Areas of Focus

• Health starts in our homes, schools, workplaces, and communities. When citizens have a safe place to live, access to a high-quality education, and the opportunity to make a living wage, they are more likely to enjoy good health.

• And yet many West Baltimore residents are denied safe neighborhoods, good schools, and steady jobs. It’s unsurprising, then, that they have the worst health outcomes in Baltimore City.

• As anchor institutions in West Baltimore, we have a responsibility to significantly improve the social and environmental conditions in these neighborhoods—to nurture conditions that stimulate better health and well-being among residents.

• We also have a responsibility to communicate these efforts to our many stakeholders, internally and externally, and to continually improve the way in which we engage our neighbors in this work.

• Therefore, we identified the following areas of focus:
  • Community Health Improvement
  • Economic and Community Development
  • Education and Youth Development
  • Community Connections
UMMC’s Community Engagement Approach

Three approaches to dramatically improve the health of West Baltimore

Social Determinants of Health
- Social economic factors contribute to our population’s health (40%)

Clinical Interventions
- Treat
- Screen
- Prevent
- Promote

Community Health

Ensure Health Equity in West Baltimore
Community Engagement Four Areas of Focus

- Community Health Improvement
  - Violence Prevention
  - Immunizations
  - Childhood Illness

- Economic & Community Development
  - Employment
  - Local Purchasing

- Education & Youth Development
  - Experiential Learning
  - Mentoring
  - Reading Literacy

- Community Connections
  - Communication Strategy
  - Community Consultation
Goal I: Community Health Improvement

Strategic Goal

1. Reduce the number of deaths due to violence in school-aged children (18 years and younger) in West Baltimore

2. Increase student attendance and ensure maximum funding to partnership schools through school readiness initiatives

<table>
<thead>
<tr>
<th>Joint Initiatives</th>
<th>2016–2017</th>
<th>2017–2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Implement integrated Violence Prevention Programming in the 5 targeted West Baltimore partnership schools</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>2 Implement a Back To School immunization campaign in 2 partnership schools (James McHenry, Samuel Coleridge-Taylor)</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>3 Expand and support current UMB/UMMC initiatives to address top 2 childhood illness issues in Baltimore City: Asthma, Obesity</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

Indicators of Success (Year 2)

1. % reduction in suspensions related to violence
2. % of children immunized by Sept. 15, 2017
3. % reduction in the number of school days missed due to illness

Community Partners:
- Baltimore City Public Schools
- Baltimore City Health Department
- Baltimore City Police Department
Economic Development: **Workforce/Employment**

**Strategic Goal**

1. For targeted positions, increase proportion of new employee from West Baltimore by 10% over current levels.

2. Enhance job readiness training and improve coordination for community recruitment between UMMC, FPI, and UMB.

**Community Partners:**
- Center for Urban Families
- BUILD
- Baltimore City Ofc. of Employment
- Baltimore Integration Partnership
- UMB Community Engagement Ctr.
- Southwest Partnership

<table>
<thead>
<tr>
<th>Joint Initiatives</th>
<th>2016–17</th>
<th>2017–18</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. In collaboration with community workforce readiness partners, recruit and prepare talent for targeted positions at both campus</td>
<td>✔</td>
<td>✔</td>
</tr>
<tr>
<td>2. Design and implement wraparound services for hard-to-employ community residents with community partners (e.g., BUILD)</td>
<td>✔</td>
<td>✔</td>
</tr>
</tbody>
</table>

**Indicator of Success**

1. % increase in targeted positions of new employees from West Baltimore 10%
**Goal II: Economic Development**

**Local Purchasing**

**Strategic Goal**

1. Increase percent of purchasing services with local, minority-owned, women-owned, and small businesses within Baltimore City

2. Establish a Merchant Advisory Board to counsel the local purchasing work group in meeting community needs

<table>
<thead>
<tr>
<th>Joint Initiatives</th>
<th>2016–17</th>
<th>2017–18</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Establish a formal, inter-institutional work group to advance community engagement through local purchasing</td>
<td>✔</td>
<td></td>
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<tr>
<td>2 Establish a concrete, long-term, big-picture goal for local purchasing</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>3 Double local spending on catering from $62K in direct spend by UMB to $125K by UMB and UMMC in FY2017.</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>4 Identify at least 5 W/MBEs in Baltimore City to mentor in meeting institutional procurement needs</td>
<td>✔ ✔ ✔</td>
<td></td>
</tr>
<tr>
<td>5 Leverage the Merchant Access Program to generate at least $250K in new revenue for West Baltimore and Downtown West businesses (an increase of $140K over FY2016)</td>
<td>✔ ✔ ✔</td>
<td></td>
</tr>
<tr>
<td>6 Identify and train new Merchant Advisory Board members</td>
<td>✔ ✔</td>
<td></td>
</tr>
</tbody>
</table>

**Indicators of Success (Year 2)**

1. $$ in local catering spend
   - $125,000

2. $$ increase in local business revenue through Merchant Access Program
   - $140,000

3. % of neighborhood business retention
   - TBD

**Community Partners:**

- Baltimore Integration Partnership
Goal III: Education

Strategic Goal

1. Improve student attendance and enhance educational experience to increase student educational performance at partnership schools, with special attention on James McHenry Elementary/Middle School

2. Improve reading competency among K–5 children through reading literacy initiatives

Joint Initiatives | 2016–17 | 2017–18
--- | --- | ---
1. Develop and implement campuswide mentoring strategy to recruit mentors for targeted partnership schools (for existing mentoring programs) | Planning | ✓
2. Implement campuswide fundraising campaign to enhance hands-on learning experiences at James McHenry Elementary/Middle School and Vivien T. Thomas Medical Arts Academy | ✓ | ✓
3. Implement campuswide reading campaign through Reading Partners and other initiatives with partnership schools | ✓ | ✓

Indicators of Success (Year 2)

<table>
<thead>
<tr>
<th></th>
<th>Indicators of Success</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td># of staff members recruited to mentor students, Year 1</td>
</tr>
<tr>
<td>2</td>
<td>$$ raised to support field trip educational experiences</td>
</tr>
<tr>
<td>3</td>
<td>% increase in 3rd-grade reading competency</td>
</tr>
</tbody>
</table>

Community Partners:
- Baltimore City Public Schools
- YouthWorks
**Goal IV: Community Connections**

**Strategic Goal**

1. Develop a communication plan to build awareness of UMB/UMMC community engagement activities and investments

2. Develop an approach and implement a process to continuously seek community consultation and feedback on UMMC programs and services (Inform, Consult, Involve, Collaborate, Empower)

3. Develop a plan and guidelines to encourage staff, faculty, and students to participate in community engagement activities

**Community Partners**

- Community-Based Organizations

<table>
<thead>
<tr>
<th>Joint Initiatives</th>
<th>2016–17</th>
<th>2017–18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement communication plan targeted to internal and external stakeholders</td>
<td>✔️</td>
<td></td>
</tr>
<tr>
<td>Develop approach and process to continuously seek community consultation and feedback on UMMC programs and services (Inform, Consult, Involve, Collaborate, Empower)</td>
<td>Planning</td>
<td>✔️</td>
</tr>
<tr>
<td>Develop call-to-action plan and participation guidelines for community engagement activities</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicators of Success (Year 2)</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1 % awareness of community engagement activities among Poppleton residents</td>
<td>45%</td>
</tr>
<tr>
<td>2 Plan developed to ensure community input/consultation regarding programs and services</td>
<td>In progress</td>
</tr>
<tr>
<td>3 % increase in number of employees who volunteer in West Baltimore</td>
<td>25%</td>
</tr>
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</table>
Community Engagement Accountability Structure

- **UMB/UMMC Community Engagement Leadership Council**
  - UMMC
    - Mohan Suntha, MD
    - Brian Bailey
    - Chuck Callahan, MD
    - Dana Farrakhan
    - Donna Jacobs
    - Michael Jablonover, MD
  - UMB
    - Alison Brown
    - Keith Persinger
    - Leonard Taylor
    - Jo-Ann Williams
  - Monitoring progress of community engagement activities
  - Meets quarterly

- **Community Health Improvement Committee**
- **Workforce Development/Employment Committee**
- **Local Purchasing Committee**
- **Education & Youth Development Committee**

- Staff/leadership from both institutions
- Monthly engagement focused on execution of initiatives
Partners With Purpose.