



Community Health Needs Assessment Implementation Plan

Bon Secours Baltimore Health System

2016



Good Help to Those In Need®

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Bon Secours Baltimore Health System FY 2017 – 2019 Implementation Plan

2 Introduction

In Fiscal Year 2016, Bon Secours Baltimore Health System (BSBHS) conducted its second Community Health Needs Assessment (CHNA) that included meetings, interviews, community summits, literature studies and the engagement of those representatives of our community with a knowledge of public health, the broad interests of the communities we serve, special knowledge of the medically underserved, low-income and vulnerable populations and people with chronic diseases.

The assessment resulted in the identification of the following most important and pressing issues affecting the community served by BSBHS:

Healthy People	
<i>Priority Need</i>	<i>Statement of Need</i>
Access to Healthy Food	Community residents need increased access to healthy food, especially produce and increased knowledge of nutrition and healthy food preparation.
Children’s Health	The community needs support in addressing its high infant mortality rates.
Access to Primary Care Physicians	The community has an over-reliance on the Emergency Department for primary care.
Behavioral Health/Substance Abuse	The community (adults and children) needs access to programs addressing behavioral health, substance abuse, and psychological rehabilitation.
Hospital Quality and Community Relations	Bon Secours needs to continuously strengthen its relationship with the community by sharing data about patient safety and health outcomes as well as partnering with nearby health care institutions to address any gaps in services.
Crime and Related Trauma	The community needs access to supports and services related to mental health and trauma related health issues.
Health Education	The community needs additional opportunities to integrate fitness into their daily lives and additional opportunities to make use of preventative services.

Healthy Economy

<i>Priority Need</i>	<i>Statement of Need</i>
Housing	Community residents need access to additional affordable housing opportunities
Employment	Community residents need training and preparation for in-demand industry jobs to decrease unemployment.
Employment	Community residents who were formerly incarcerated need re-entry supports to ensure a positive transition back to the community.

Healthy Environment	
<i>Priority Need</i>	<i>Statement of Need</i>
Crime and Sanitation	The community needs support to address quality of life issues in the neighborhoods of Bon Secours, including crime and sanitation.
Community Unity	The community needs regular time and space to come together and collaborate with local anchor institutions. The institutions can support capacity building and growth opportunities for residents.

After compiling and reviewing the key findings and recommendations regarding these issues, the results were prioritized based upon the following criteria:

- Supported by Data
- Identified by more than one constituency
- Bon Secours’ ability to respond effectively; including with partners
- Consistency with Baltimore City Health Department and other regional/city-wide goals.

In following with the progress made on the execution of the 2013 CHNA Implementation Plan, this plan positions BSBHS to continue on in the entwined roles of convener, catalyst and contributor in partnering with the communities we serve, and helps us to move towards the realization of a vision of: *Healthy People, Healthy Economy, Healthy Environment.*

HEALTHY PEOPLE

3 Goals Surrounding “Healthy People”

We envision a thriving Southwest Baltimore community that is ranked among the healthiest in the city and state. Our community will be a place where businesses, organizations, the health system and residents work together to ensure that our communities are places where residents live long, satisfying lives, are proactive about their health and wellness, and where young and old feel valued and cared for. Furthermore, residents will understand the importance of healthful eating and have access to healthful foods in a variety of locations and outlets, including at the hospital. In fact, in this community, the hospital is no longer a place where residents come only when sick. Instead, the health system is a true anchor of the community, a partner with residents in the pursuit of day-to-day health and wellness. In addition to acute care, the health system will provide the full continuum of services to residents, including mental health and other wraparound services.

3.1 Goal 1: Improve residents’ access to healthy food and nutrition, and increase health education.

BACKGROUND ON STRATEGY:

The 2013 Community Engagement process identified healthy food, nutrition education and urban agriculture as key area of focus that communities wanted assistance or collaborative efforts with Bon Secours to make families and communities healthier. Although progress has been made in the past three years, according to the 2016 CHNA, BSBHS Community Benefit Service Area (CBSA) continues to demonstrate higher levels of adult obesity and physical inactivity, and West/Southwest Baltimore continues to be considered a “food desert” as there is little to no access to fresh foods. By continuing efforts to increase urban agriculture and expand education on nutrition and healthy food options, BSBHS hopes to positively impact the community.

PRIORITY NEED ADDRESSED: Access to Healthy Food; Health Education

ACTION PLAN

Activity	Target Completion	Anticipated Product or Result
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	Date	
Maintain OROSW Community Garden at 1800 block of West Fayette Street	1 st Quarter 2017	<ul style="list-style-type: none"> • Completion of Bon Secours Hoop House as part of the Community Garden.
Develop a sustainability plan for the maintenance of the Bon Secours Hoop House and establish partnerships with organizations focused on food insecurities as part of their existing missions.	3 rd Quarter 2017	<ul style="list-style-type: none"> • Complete 2nd phase of Bon Secours Hoop House (fencing, refrigeration unit, irrigation system, produce stand). • Establish two (2) organization partnerships.
Provide youth with education in nutrition, food selection, and meal preparation.	Start 1 st Quarter 2017; Subsequently ongoing	<ul style="list-style-type: none"> • Enroll up to 90 youth in summer Youth Works Program over three (3) years. • Develop and provide three (3) Youth Works workshops per year to increase youth health literacy and healthy eating practices. • Offer three (3) health education workshops in West Baltimore public schools annually starting in January 2017. • Enroll 30 teen parents (per year) in Bon Secours Family Support program to receive health education workshops. • Enroll 57 children (up to age 3) in Early Head Start program offering healthy meals that align with National Nutrition Guidelines.
Support the existing Bon Secours Produce Market and the development/expansion of virtual supermarkets.	In progress and ongoing	<ul style="list-style-type: none"> • Increase participation in Bon Secours monthly Produce Market by 10% annually. • Increase participation in Bon Secours Virtual Supermarkets at Senior Living buildings by 10% annually.

		<ul style="list-style-type: none"> • Host one (1) community forum annually in partnership with the Health Department to increase awareness about Virtual Supermarkets in targeted zip codes.
Participate with Baltimore Development Corporation in advocating for additional grocery stores in the CBSA.	Start 1 st Quarter 2017; Subsequently ongoing	<ul style="list-style-type: none"> • Host two (2) information sessions with Baltimore Development Corporation and area residents to discuss updates on the status of new grocery stores.

3.2 GOAL 2: Improve the health status of South West Baltimore residents by increasing awareness efforts and treatment options surrounding mental illness and addiction, and empowering residents that suffer from mental illness and addiction through health promotion and education.

BACKGROUND ON STRATEGY:

Mental health was listed as the second most pressing health problem in Southwest Baltimore in a community health assessment conducted in 2016 (second only to Alcohol/Drug Abuse). In addition, residents in the community benefit service area (CBSA) indicated a higher percentage of poor mental health days than the average for Baltimore City and the state of Maryland. Per the 2013 CHNA Implementation Plan, BSBHS had 506,705 service delivery and/or case management encounters between 2014 and 2015 through both outpatient and partial hospitalization programs, with a goal of not only reconnecting individuals back to their communities and families but also securing employment, improving overall health outcomes and quality of life. BSBHS also partnered with the National Alliance on Mental Illness (NAMI) to increase training of staff and hospital personnel. Despite this progress, additional work must be done to increase the utilization of these services and expand participation in these programs and trainings to other community stakeholders such as police officers.

PRIORITY NEED ADDRESSED: Behavioral Health/Substance Abuse; Health Education

ACTION PLAN		
Activity	Target Completion Date	Anticipated Product or Result
Investigate and implement Behavioral Health screening	Start 1 st Quarter 2017;	<ul style="list-style-type: none"> • Bon Secours Department of Behavioral Medicine to develop a Behavioral

<p>services for both children and adults at Bon Secours Community Works.</p>	<p>Subsequently ongoing</p>	<p>Health Screening tool in 2017 that will include a component on adverse childhood events to identify childhood trauma.</p> <ul style="list-style-type: none"> ● Bon-Secours Community Works Family Support Center to begin administering the behavioral health screening for both children and parents in 2018 during intake of: <ul style="list-style-type: none"> ○ 57 children enrolled annually into Early Head Start Program; ○ 30 young mothers enrolled annually with children in Home Visiting Program; ○ 40 parenting or pregnant teens in Teen Parent Program annually ● Increase number of children and adults referred to behavioral health programs by 5% annually (based on a baseline established in 2017).
<p>Partner with the Baltimore City Police Department (specifically in the Western District) to educate officers about interacting with citizens who have mental health issues or are in a mental health emergency/crisis.</p>	<p>Start 1st Quarter 2017; Subsequently ongoing</p>	<ul style="list-style-type: none"> ● Conduct three (3) trainings on interacting with individuals with mental health issues for police officers per year. ● Increase number of officers trained on interacting with citizens who have mental health issues or are in a mental health emergency/crisis by 75 each year.
<p>Develop a trauma-informed workforce by incorporating trauma-informed principles into BSBHS policies and protocols.</p>	<p>In progress and ongoing</p>	<ul style="list-style-type: none"> ● Increase participation in Trauma-Informed Care trainings to 25% of the workforce annually. ● Increase the number of Trauma-informed Care trainings to ten (10) per year.

3.3 GOAL 3: Improve the health status of South West Baltimore residents by engaging the community in screening and educational events that promote healthier lifestyles and better self-management of health and chronic illness.

BACKGROUND ON STRATEGY:

Bon Secours is committed to playing a strong role in the health of the community. Over the past three years, BSBHS has:

- Held approximately 11 free fitness classes per week at various locations with an average of 250 participants
- Held approximately 20 nutrition and cooking classes per year
- Offered a weekly Clinical Effort Against Secondhand Smoke Exposure (CEASE) Support Group for local residents struggling with tobacco use.
- Implemented a Community Empowerment Program Initiative for Breast Cancer Awareness and served 1,378.

Due to the success of each of these programs, BSBHS plans to address the continued needs identified through the CHNA in this area by focusing specifically on forging partnerships to create access to primary and specialty health care, expanding the capabilities of BSBHS staff to better respond to clients who have experienced significant trauma, and communicate transparently with the community about patient safety and service quality.

PRIORITY NEED ADDRESSED: Health Education; Children’s Health; Hospital Quality and Community Relations

ACTION PLAN

Activity	Target Completion Date	Anticipated Product or Result
Continue to partner with organizations in the community, including the City Health Department and area schools, to address health outcomes.	Start 1 st Quarter 2017; Subsequently ongoing	<ul style="list-style-type: none"> • Partner with Kaiser Permanente to work with two (2) local schools per year (total of 6) on health education. • Provide ten (10) community health screening events annually in partnership with faith-based institutions.
Inform community of hospital quality and patient safety	Start 4 th Quarter 2016;	<ul style="list-style-type: none"> • Add hospital compare link to hospital internet page for easier access to

performance	Subsequently ongoing	<p>hospital quality & performance data.</p> <ul style="list-style-type: none"> • Present hospital quality & performance data to advisory board quarterly each year.
Continue to partner with the University of Maryland for emergency services.	In progress and ongoing	<ul style="list-style-type: none"> • Maintain existing contract with the University of Maryland to add capacity to BSBHS emergency services.

3.4 Goal 4: Improve the health status of South West Baltimore youth by increasing awareness efforts and preventive measures related to children’s health to promote healthy lifestyles for the entire family.

BACKGROUND STRATEGY:

42.3% of the children in the Bon Secours community live in poverty and 69.2% of children in the community live in a single parent household – dramatically higher than Baltimore City’s average or the state of Maryland. The community sees a higher than average percentage of low birth weight babies born, heavily linked to childhood mortality and morbidity.

Children’s health issues were not called out as a specific need in the 2016 CHNA. However, the theme of children’s needs and a lack of access to safe schools, appropriate play space, and needed services cuts across many of the health needs identified, from nutrition to health awareness to obesity. The theme of children’s health was so prevalent that goals have been set specifically around infant, child, and teen health concerns. BSBHS is ready to commit staff, resources, and time to addressing this important need as the health of the community’s children is an investment in the future of the community.

PRIORITY NEED ADDRESSED: Children’s Health; Health Education; Access to Primary Care Physicians, Behavioral Health/Substance Abuse

ACTION PLAN

Activity	Target Completion Date	Anticipated Product or Result
Expand Pediatrics Primary Care and Prenatal Care through the use of family practitioners.	Start 1 st Quarter 2017; Subsequently ongoing	<ul style="list-style-type: none"> • Develop marketing campaign to increase awareness of Family Practice by 1st Quarter 2017. <ul style="list-style-type: none"> ○ Produce and distribute 2,000 newly created brochures and

		<p>flyers throughout community by 3rd Quarter 2017.</p> <ul style="list-style-type: none"> ● Increase outreach at Women’s Resource Center by providing monthly talks and/or screenings to promote the Family Health and Wellness Center each year. ● Increase outreach at the Early Head Start Program by doing quarterly “Meet the Doc” sessions each year. ● Collaborate with Case Managers at Bon Secours Community Works to develop a process for referring parents and children to the Family Health & Wellness Center by 4th Quarter 2017.
Partner with the city to address infant mortality	In progress and ongoing	<ul style="list-style-type: none"> ● Provide ongoing in-home parenting skills training and education about supporting child developmental milestones to 30 families per year through the Home Visiting Program. ● Increase the number of babies of Home Visit Program participants born at full term by 5% per year.
Investigate expansion of children’s programs addressing behavioral health and substance abuse.	In progress and ongoing	<ul style="list-style-type: none"> ● Offer six (6) community presentations annually to address various topics (behavioral health, substance abuse, psychological rehabilitation) through Bon Secours Community Works Family Support Center. ● Develop pro-formas for the following new programs in 1st Quarter 2019: Addiction Services for Adolescents, Child Psychiatric Rehabilitation Services.

HEALTHY ECONOMY

4 Goals Surrounding “Healthy Economy”

We envision a community where residents are ready to work, are self-sufficient and have access to jobs that enable them to support themselves and their families. Bon Secours will play a role in providing resources that will help to ensure residents are equipped to successfully secure and maintain employment. We will also place a specific emphasis on youth outreach to reach residents early and instill in them the value of education and job preparedness.

We also envision clean and safe neighborhoods with plentiful housing available for residents at all income levels, and an overall culture that encourages such activities as biking and walking to work.

4.1 GOAL 1: Improve Baltimore residents’ economic status by providing job readiness programs, ongoing adult education, and specific youth outreach, and participating in the creation of jobs in areas in which we have the most expertise and influence, namely, the health care field.		
BACKGROUND ON STRATEGY: <p>According to the most recent US Census estimates from 2010-2014 and the 2014 American Community Survey (ACS), the CBSA unemployment rate is almost double that of the state of Maryland (9.6% to 5.5%). To increase Baltimore residents’ abilities to secure jobs, BSBHS has offered workforce development training and scholarships for individuals who are pursuing degrees or certificates in health careers. Going forward, in addition to continuing with these initiatives, BSBHS will focus specifically on providing re-entry support services to individuals who have previously been incarcerated and incorporating job readiness into youth development programs.</p>		
PRIORITY NEED ADDRESSED: Employment		
ACTION PLAN		
Activity	Target Completion Date	Anticipated Product or Result
Continue sponsorship of the BSCW Workforce Development program that includes financial	In progress and ongoing	<ul style="list-style-type: none"> Provide job readiness, placement and coaching assistance to 130 community residents (youth and adults) per year.

<p>literacy and health care career exploration.</p>		<ul style="list-style-type: none"> • Minimum of 50 enrolled CNA/GNA trainees will complete the 40-hour Pathway to Success training per year (16-hr workplace skills curriculum, 4-hr financial basics, and 20-hr job search and retention component).
<p>Continue to grow the Health Care workforce by maintaining a pipeline of qualified candidates through the BSCW Workforce Development Program (specifically focusing on CNA/Geriatric Nursing Assistants and local area schools).</p>	<p>In progress and ongoing</p>	<ul style="list-style-type: none"> • Match 30 CNA/GNA-certified trainees with jobs in the healthcare field. • Minimum of 22 (80%) of these trainees will retain employment for at least 90 days. • Provide one (1) summer clinical internship for a student in a Baltimore City high school health programs (through MERIT) per year. • Increase number of Workforce Development participants with access to volunteer, internship and shadowing opportunities within BSBHS by 5% per year. • Increase percentage of candidates for entry level positions that are residents of the local community and graduates of the Workforce Development Program by 5% annually.
<p>Continue job and skills training for formerly incarcerated individuals through Re-Entry Program</p>	<p>In progress and ongoing</p>	<ul style="list-style-type: none"> • Enroll 170 total participants in TYRO/SHERO program (11 cohorts of 15 individuals). • Conduct 10 months of program services and 9 months of follow-up. • Attain 60% participation rate in Individual Career Plan (participants successfully access training or obtain employment in their career pathway). • Attain 60% Entered Employment Rate (reintegrate into the social and

		<p>economic fabric of their communities).</p> <ul style="list-style-type: none"> • Decrease recidivism rate of participants in TYRO/SHERO program to 22% or lower in year 1 (FY2017).
<p>Incorporate job readiness components into the Youth Works youth development program by collaborating with the Clean and Green initiatives and the CNA/GNA Training Programs for 16-24 year olds)</p>	<p>In progress and ongoing</p>	<ul style="list-style-type: none"> • Minimum of 25 enrolled CNA/GNA trainees (16-24 year olds only) will complete the 40-hour Pathway to Success training per year (16-hr workplace skills curriculum, 4-hr financial basics, and 20-hr job search and retention component). • Provide occupational and certification trainings for industry-recognized credentials to eight (8) Clean and Green trainees per year.
<p>Partner with Baltimore City Community College and South Baltimore Learning Center to develop as “feeder organizations” (along with the BSCW GED program) to the BSCW Workforce Readiness Program.</p>	<p>In progress and ongoing</p>	<ul style="list-style-type: none"> • Enroll at least 50 participants each year in the GED program with at least 5% obtaining their GED annually.

4.2 GOAL 2: Support the creation and preservation of affordable housing opportunities for families, seniors and special populations through the development of additional housing units.

BACKGROUND ON STRATEGY:

There continues to be a market need for quality/affordable housing in the BSBHS service area. In the past three years, BSBHS (through its housing development subsidiary Unity Properties) produced approximately 160 units of affordable housing for families, seniors and the disabled, bringing the total to approximately 800. Moving forward, our strategy is to increase our portfolio by 350 units over the next three years and to serve as a benchmark for service enriched housing to address the ongoing need for increased availability of safe/affordable housing as a way to address critical social determinants of health. The continued development of affordable

rental housing will help to stabilize neighborhoods by reducing/eliminating vacancy and providing a basis for future commercial and/or homeownership development.		
PRIORITY NEED ADDRESSED: Housing		
ACTION PLAN		
Activity	Target Completion Date	Anticipated Product or Result
Complete construction of New Shiloh Family Apartments	1 st Quarter 2018	<ul style="list-style-type: none"> • Increase affordable family units by 73.
Develop the following three pre-identified family and/or senior rental projects: Bon Secours Apartments V, Wayland II, and Southwest Partnership Lease/Purchase.	3 rd Quarter 2019	<ul style="list-style-type: none"> • Submission of a minimum of three (3) applications and secured financing of additional 200 rental units for families, disabled and seniors.

HEALTHY ENVIRONMENT

5 Goals Surrounding “Healthy Environment”

We envision a tree-lined community, lush with nature and green, open spaces. This community is lead-free, with air that is safe to breathe and water that is safe to drink. Residents and employees are less wasteful and intent on protecting our Earth and natural resources. Here at Bon Secours – and throughout the community – people will employ family- and Earth-friendly strategies to deal with pests and waste. Our community members tend individual and communal gardens, and there is a shared sense of responsibility among residents, businesses and the city when it comes to keeping the environment at the forefront of decisions.

We also envision a community where residents feel heard by leaders and local agencies, and view themselves as partners in efforts to build relationships and address community issues, especially those involving crime and sanitation.

5.1 GOAL 1: Increase the number of public green spaces that are safe and well-maintained by supporting the transformation of vacant lots to develop safe, public spaces for use by the community.

BACKGROUND ON STRATEGY:

The 2016 CHNA identified green spaces as key area of focus that communities wanted assistance or collaborative efforts with Bon Secours to make communities healthier. Furthermore, community residents identified the lack of “places to play” as a top ten priority that should be addressed in the community. Per strategies in the 2013 Implementation Plan, BSBHS secured funding for and completed the improvement of 50 vacant lots in the past year. We also sponsored community-wide events to expand awareness of environmental stewardship, and participated in the Mayor’s Clean Up initiative on multiple occasions. In the upcoming three years, there will be immense value in maintaining this momentum and continuing the programs that have been established (i.e. the development of clean, green spaces) in order to instill greater community value and pride in the immediate physical environment.

PRIORITY NEED ADDRESSED: Community Unity

ACTION PLAN

Activity	Target Completion Date	Anticipated Product or Result
Secure additional funding to	In progress	• In partnership with community

expand the conversion of vacant lots into clean and usable spaces by the Clean and Green (C&G) Landscaping Program of Bon Secours Community Works	and ongoing	associations, identify and improve 52 vacant lots annually by planting of trees and conversion of vacant lots into usable green space.
Raise environmental awareness and coordinate workshops/projects for residents and communities through the Clean and Green Landscaping Program	In progress and ongoing	<ul style="list-style-type: none"> • Coordinate six (6) community engagement activities/projects annually in collaboration with residents and community groups to raise environmental awareness (community-wide clean-ups, Earth Day activities, playground restorations, community gardens, etc.)
Develop safe, well maintained public space around existing Bon Secours Facilities	In progress and ongoing	<ul style="list-style-type: none"> • Clean and Green program participants to continue providing landscaping services for BSBHS and Unity Properties housing developments that surround the BSBHS footprint.
Utilize community forums to dialogue with community leaders about how BSBHS can better serve the community as a community anchor	In progress and ongoing	<ul style="list-style-type: none"> • Continue to convene quarterly community forums each year and expand participation to include community leaders from all identified BSBHS CBSA zip codes.

5.2 GOAL 2: Address ongoing community resident concerns related to crime and sanitation.

BACKGROUND ON STRATEGY:

In the 2016 Community Health Needs Assessment engagement process, various stakeholders highlighted the lack of trust that exists between residents and organizations and agencies that are working to improve the community, such as Bon Secours. An important element of increasing trust is to create multiple opportunities to hear community concerns and follow through by making efforts to address them where possible. Over the next three years, BSBHS plans to increase collaboration with community leaders and city agencies to provide forums for community discourse and specifically hold meetings to discuss ways to address the areas of

greatest need such as crime.		
PRIORITY NEED ADDRESSED: Crime and Sanitation		
ACTION PLAN		
Activity	Target Completion Date	Anticipated Product or Result
Convene city agencies to address community concerns specifically regarding crime and sanitation.	Start 4 th Quarter 2016; Subsequently ongoing	<ul style="list-style-type: none"> Conduct a minimum of ten (10) Crime and Grime meetings per year including participation from at least three (3) non-police City agencies per meeting.
Convene leaders of community associations to collaborate on the development and support of initiatives that address community concerns.	Start 4 th Quarter 2016; Subsequently ongoing	<ul style="list-style-type: none"> Increase participation in Crime & Grime meetings to include all OROSW area neighborhoods by FY 2018.
Establish a relationship with each police district within Bon Secours' service area	Start 4 th Quarter 2016; Subsequently ongoing	<ul style="list-style-type: none"> Invite each district to participate in Crime and Grime meetings. Provide annual updates to police district community relations committees.
Continue support and staffing of the Crime and Grime Committee.	Start 4 th Quarter 2016; Subsequently ongoing	<ul style="list-style-type: none"> Conduct a minimum of ten (10) Crime and Grime meetings per year.