

Healthy People, Healthy  
Economy, Healthy  
Environment

**Bon Secours Baltimore Health System**

**Community Health Needs Assessment**

Implementation Plan/July 2013

## **Bon Secours Baltimore Health System**

### **FY 2014 – 2016 Implementation Plan**

Over the period of 2009-2012 Bon Secours Baltimore Health System (BSBHS) conducted a Community Health Needs Assessment 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 most important and pressing issues affecting the community served by BSBHS as well as recommendations of initiatives for Bon Secours to undertake to address those issues.

After compiling and reviewing the key findings and recommendations regarding these issues, we prioritized the results 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.

This implementation plan positions BSBHS to take on 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

We envision a thriving Southwest Baltimore that is ranked among the healthiest in the city and state. 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.

Residents 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 provides the full continuum of services to residents, including mental health and other wraparound services.

<b>PRIORITY 1: HEALTHY PEOPLE</b>		
<b>GOAL 1: Improve residents’ access to healthy food and nutrition education and promote urban agriculture</b>		
<b>OBJECTIVE:</b> <i>Develop and support the production of new healthy food options</i>		
<b>BACKGROUND ON STRATEGY:</b> 2011 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. West/Southwest Baltimore is considered a “food desert” which means there is little to no access to fresh foods. There is a growing movement to bring farmers markets into the community as well as encourage community gardening.		
<b>ACTION PLAN</b>		
<b>Activity</b>	<b>Target Completion Date</b>	<b>Anticipated Product or Result</b>
Install community gardens (Clean and Green Landscaping Program of Bon Secours Community Works)	In progress and ongoing	<ul style="list-style-type: none"> <li>In partnership with community associations, identify and improve 52 vacant lots improved annually, some of which will be community gardens created in partnership with resident led groups.</li> </ul>

Maintain OROSW Community Garden at 1800 block of West Fayette Street	In progress and ongoing	<ul style="list-style-type: none"> <li>• 6-8 raised beds leased annually to employees/community residents</li> <li>• 1-2 raised beds used for community trainings</li> </ul>
Development of sustainability plan for long-term maintenance of community gardens and urban agriculture	Fall 2014	<ul style="list-style-type: none"> <li>• Improved water access for community gardens (ie rain barrels or city's water access program)</li> </ul>

## PRIORITY 1: HEALTHY PEOPLE

**GOAL 2: Improve the health status of South West Baltimore residents, with a particular focus on substance abuse, chronic illnesses and mental health by reaching out to, educating and providing services to at risk and stigmatized populations.**

**OBJECTIVE:** *Increase awareness efforts, anti-stigma initiatives, prejudices and empowering residents that suffer from mental illness 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 2009-2012. BSBHS's existing services and resources are often under-utilized and consequently less effective than they could be.

### ACTION PLAN

Activity	Target Completion Date	Anticipated Product or Result
Bon Secours will partner with National Alliance on Mental Illness (NAMI) to offer support, education and advocacy for families and friends of people that suffer from serious mental illness and also for	January 2014 and ongoing	<ul style="list-style-type: none"> <li>• Improved health of the community</li> <li>• Increased awareness of community resources/opportunities to increase the wellbeing and health of persons that suffer from mental illness in Southwest Baltimore.</li> </ul>

persons/residents that are living with mental illness		
Access to Behavioral Health Services	In progress and ongoing	<ul style="list-style-type: none"> <li>Continued service delivery and case management to individuals 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</li> <li>Continued community engagement and communication of services through community associations, leaders and partners</li> </ul>

<b>PRIORITY 1: HEALTHY PEOPLE</b>
<b>GOAL 3:</b> Improve and expand access to primary care and preventive services.
<b>OBJECTIVE #1</b>
<i>Improve the health of the community by increasing the number of people connected to a primary care medical home and increasing annual primary care visits</i>
<p><b>BACKGROUND ON STRATEGY:</b></p> <p>The Bon Secours primary service area of West/Southwest Baltimore is home to Maryland’s poorest and sickest citizens. The communities that surround the hospital rank among the states lowest in significant health and social indicators. They have higher death rates from heart disease, cancer, HIV, stroke, and diabetes than in Baltimore City overall. Yet, the community still lacks adequate primary and preventive care options. Overall, in the West Baltimore community, there is one primary care physician for every 2,100 residents which is less than half the target set by the American Academy of Family Physicians. It is critical that we find ways to integrate primary care providers including nurse practitioners and physician assistants, into our plan for improving primary care in West Baltimore and establishing access to primary care medical homes.</p> <p>As of April 1, 2013 Bon Secours hired one full time Family Practice physician with a second one to come July 1, 2013. Additionally, as a part of the Health Enterprise Zone initiative, Bon Secours is partnering with the state and other health providers within the catchment area to market for and incent additional primary care providers, including physicians, nurses, and care coordinators, by providing loan assistance repayment benefits. Bon Secours will also partner with the other health organizations within the West Baltimore Primary Care Access Collaborative to increase the number of community health workers in the area. The focus is on creating a primary care practice and developing a primary care medical home for the West Baltimore community.</p>

ACTION PLAN		
Activity	Target Completion Date	Anticipated Product or Result
Develop Bon Secours Baltimore Primary care practice – 2 full time Family Physicians and 1 Nurse Practitioner hired	Current and ongoing	<ul style="list-style-type: none"> <li>• Increased accessibility and use of primary care</li> <li>• Decreased inappropriate use of emergency department</li> <li>• Decreased readmission rates</li> <li>• Improved health of the community</li> </ul>
Developed Nurse Navigator role	Ongoing	<ul style="list-style-type: none"> <li>• Coordination of care for patient with chronic illness</li> <li>• Healthier lifestyle and self-management of chronic illness</li> <li>• Access to prescription medications</li> <li>• Improved patient understanding of medications</li> <li>• Knowledge and utilization of preventive and wellness activities.</li> </ul>
<p>Creation of West Baltimore Primary Care Access Collaborative (WBPCAC):</p> <p>In collaboration with the WBPCAC deploy 11 CHWs throughout West Baltimore</p> <p>Recruit and incent providers to work in West Baltimore</p>	Ongoing	<ul style="list-style-type: none"> <li>• Improve health outcomes for people with chronic illness</li> <li>• Increase number of primary care professionals in underserved communities</li> <li>• Improve collaboration amongst health care providers in West Baltimore</li> <li>• Increase number of community members involved in promoting health</li> <li>• Promote patient centered care, resulting in better health outcomes</li> </ul>
<p><b>OBJECTIVE #2:</b>  <i>Engage the community in screening and educational events that promote healthier lifestyle and better self-management of chronic illness</i></p>		
<p><b>BACKGROUND ON STRATEGY:</b>            Bon Secours is committed to playing a strong role in the health of the community. From forging partnerships to create access to primary and specialty health care, to initiating outreach programs that address the health concerns of Southwest Baltimore, it is making positive changes that are crucial to the well-being of our community and beyond. Bon Secours Ambulatory and Community Health Services (BSACHS) has the mission to improve the overall health of the community by creating access to primary care, and empowering people and individuals to make healthier lifestyle choices that promote health and wellness and reduce risk factors for chronic disease and premature death.</p>		

Although chronic diseases are among the most prevalent and costly health problems, they are also among the most preventable. Effective measures exist today to prevent or delay much of the chronic disease burden and curtail its devastating consequences. Health damaging behaviors – in particular tobacco use, lack of physical activity, and poor nutrition are major contributors to heart disease and cancer, our nation’s leading killers. A single behavior – tobacco use – is responsible for over 80% of deaths each year from chronic obstructive pulmonary disease, the nation’s fourth leading cause of death.

The goal of BSACHS is to 1) establish a primary care medical home 2) engage patients in a healthier lifestyle and better self-management of disease; 3) offer education and wellness programs to patients and community to potentially reduce BMI (body mass index), reduce and learn to control BS (blood sugar), BP (blood pressure), and cholesterol, and smoking cessation 4) provide quality correctional health for the state of Maryland.

Patients are assessed and referred to primary care upon discharge from emergency room and hospital services at Bon Secours. Patients are also recruited and referred from Community Health and Wellness Programs including health fairs, community events, churches, community based partners, and other Safety Net Providers in the community.

High risk patients are identified by Case Managers and Patient Care Liaisons upon admission and communicated with Nurse Navigant for follow up appointments and care coordination. Nurse Navigant contacts patient via phone to assess health needs and concerns, and build a trusting relationship with patient in order to assist with removing barriers to accessing primary care and other health services needed for optimal health. Reminder phone calls for appointments are made. One on one education and health coaching is provided by Nurse Navigant either in person or via phone. Education on disease prevention and management is also provided via group presentations, distribution of literature, and screenings in the community at various locations by a Community Health Nurse/Parish Nurse.

Based on the nursing assessment a plan of care is developed and coordinated with primary care provider or other specialty provider.

In collaboration with the WBCARE, Community health workers are being hired to assist with outreach efforts in the community i.e. group and individual education, chronic disease self-management classes, assisting with referrals, and navigating to medical home and other health care resources such as increased access to fitness facilities and health promotion courses.

#### **ACTION PLAN**

<b>Activity</b>	<b>Target Completion Date</b>	<b>Anticipated Product or Result</b>
Identify and partner with organizations in community to	Start July, 2013 and ongoing	<ul style="list-style-type: none"> <li>• Increase knowledge of importance of physical activity and recommendations for exercise</li> <li>• Access to low cost or free physical activity</li> </ul>

implement exercise and nutrition programs in community		<p>opportunities</p> <ul style="list-style-type: none"> <li>• Increase knowledge of healthy food choices and alternative recipes</li> <li>• Improved health status</li> <li>• Reduction in obesity and CVD rates</li> <li>• Increased preventative health measures</li> </ul>
Implement Stanford University Chronic Disease Self-Management Classes	Start Aug. 2013	<ul style="list-style-type: none"> <li>• Improve health status of individuals with chronic illness</li> <li>• Improved self-efficacy and self-management behaviors</li> <li>• Appropriate and effective utilization of health care resources</li> </ul>
Develop and Implement tobacco cessation counseling and treatment	Start Sept., 2013 and ongoing	<ul style="list-style-type: none"> <li>• Reduction in tobacco use</li> </ul>
Implement Community Empowerment Program- Initiative for Breast Cancer awareness, education, and screening	Start by Sept 1, 2013 & ongoing (until end of grant period)	<ul style="list-style-type: none"> <li>• Increase knowledge of breast cancer and importance of routine breast cancer screening</li> <li>• Access to low cost or free mammograms</li> <li>• Reduce barriers to breast cancer screenings and post mammogram follow ups resulting in increased number of individuals receiving breast cancer screening and follow</li> <li>• Early detection of breast cancer</li> </ul>
Continue partnerships to increase healthy food options within the community, including farmers markets and virtual super markets	Ongoing	<ul style="list-style-type: none"> <li>• Improved health status</li> <li>• Reduction in obesity and CVD (?) rates</li> <li>• Increased preventative health measures</li> <li>• Reduction in food deserts</li> <li>• Healthier eating and lifestyles</li> </ul>
Conduct monthly health education workshops at various community locations	Ongoing	<ul style="list-style-type: none"> <li>• Increase knowledge of healthy lifestyle behaviors</li> <li>• Increase knowledge of chronic illness prevention and management</li> </ul>

# 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 job opportunities in specific areas such as health care delivery and the growing green jobs industries. Schools are improved and all stakeholders embrace a shared responsibility for the futures of our youth.

We 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. In addition, vibrant commercial districts contribute to the overall health and satisfaction of residents.

Looking ahead, the Red Line promises to boost the economic health of West Baltimore. With the Red Line in place, we envision a community that benefits from the laudable goals of transit-oriented development, affording residents easy access to the jobs mentioned above, as well as healthy eateries, recreational activities, health care and other necessities and amenities. The development will spur entrepreneurship and innovation, generating a robust local economy.

<b>PRIORITY 2: HEALTHY ECONOMY</b>		
<b>GOAL 1: Create jobs and prepare residents for these jobs.</b>		
<b>OBJECTIVE</b>		
<i>Provide job readiness programs and ongoing adult education.</i>		
<i>Participate in the creation of jobs in areas in which we have the most expertise and influence, namely, the health care field.</i>		
<b>BACKGROUND ON STRATEGY:</b>		
2011 Community Engagement process identified job creation and preparation as a key area of focus that communities wanted assistance or collaborative efforts with Bon Secours to make families and communities healthier. West/Southwest Baltimore has high unemployment rates while at the same time an economic impact study noted that Bon Secours is an employment anchor in southwest Baltimore.		
<b>ACTION PLAN</b>		
<b>Activity</b>	<b>Target Completion Date</b>	<b>Anticipated Product or Result</b>
Sponsor Workforce	Current and	<ul style="list-style-type: none"> <li>100 community residents (youth and adults) receive</li> </ul>

Development program that includes financial literacy and health care career exploration	ongoing	job readiness, placement and job coaching assistance per year.
Grow the Health Care workforce through pipeline with the Workforce Development Program (Bon Secours Community Works) sponsorship of the Human Resources' School at Work program and participation in programs such as Baltimore Alliance for Careers in HealthCare (BACH) and Explorer post 1881	<p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Spring 2014</p>	<ul style="list-style-type: none"> <li>• Summer clinical internships for students in Baltimore City high school allied health programs (through BACH)</li> <li>• Increased number of Workforce Development participants access volunteer, internship and shadowing opportunities within Bon Secours Baltimore.</li> <li>• Higher percentage of candidates for entry level positions are residents of the local community and graduates of the Workforce Development Program.</li> <li>• Higher percentage of new employees in entry level positions at Bon Secours Baltimore are local residents and graduates of the Workforce Development program.</li> <li>• Youth exposed at early ages to health care career options</li> </ul>
In partnership with Baltimore City Community College, link GED program at Bon Secours Community Works as the pre-cursor for Job Readiness and Job Placement assistance	<p>Current and ongoing</p> <p>Current and ongoing</p>	<ul style="list-style-type: none"> <li>• Bon Secours employees or volunteers without H.S. diplomas obtain GEDs</li> <li>• At least 50 participants enroll annually in Bon Secours GED programs with 5%-10% obtaining GEDs</li> </ul>

## PRIORITY 2: HEALTHY ECONOMY

**GOAL 2: Improve the housing market to retain and attract homeowners through economic, physical and marketing strategies.**

**OBJECTIVE :** *Support the creation and preservation of strong, stable blocks.*

**BACKGROUND ON STRATEGY:** There continues to be a market need for quality/affordable housing in the BSBHS service area. BSBHS, through its housing development subsidiary Unity Properties, has produced and continues to operate 648 units of affordable housing for families, seniors and the disabled. Our strategy is to increase our portfolio by 350 units over the next three years because of the opportunity within our market to become a best practice for service enriched housing, the ongoing need for increased availability of safe/affordable housing and an opportunity to leverage our growing capacity as a housing organization to address critical social determinants of health. The development of affordable rental housing also stabilizes neighborhoods by reducing/eliminating vacancy and providing a basis for future commercial and/or homeownership development.

### ACTION PLAN

Activity	Target Completion Date	Anticipated Product or Result
Begin construction of Gibbons Commons family apartments	January 2015	<ul style="list-style-type: none"> <li>Affordable family housing</li> </ul>
Begin construction of Bon Secours Apartments Phase V	September 2015	<ul style="list-style-type: none"> <li>Affordable family housing</li> </ul>
Identify two additional family and/or senior rental projects	August 2016	<ul style="list-style-type: none"> <li>Identify and submit applications for financing of additional rental units for families, disabled and seniors</li> </ul>

## PRIORITY 2: HEALTHY ECONOMY

**GOAL 3: Improve the housing market to retain and attract homeowners through economic, physical**

**and marketing strategies.**

**OBJECTIVE :** *Attract new homeowners through the creation of new and diverse homeownership opportunities.*

**BACKGROUND ON STRATEGY:** Bon Secours Baltimore has participated in the “Live Near Your Work” program for several years in partnership with the City of Baltimore wherein employees who purchase a home in the hospital’s primary service area become eligible for economic incentives funded by both Bon Secours and the City. We are planning to expand the program’s impact by partnering with a local non-profit to plan and implement housing counseling activities targeting first time low and moderate income homebuyers and to conduct homeownership workshops and one on one counseling. This producing and distributing marketing and informational materials, and assisting Housing Director with assessment of program needs and direction.

**ACTION PLAN**

<b>Activity</b>	<b>Target Completion Date</b>	<b>Anticipated Product or Result</b>
Participation in “Live Near Your Work” program	Ongoing	<ul style="list-style-type: none"><li>• Increase in number of employees purchasing homes in primary service area</li></ul>
Implementation of Homebuyer Education/Counseling program targeting BSBHS employees and community residents	Fall 2013	<ul style="list-style-type: none"><li>• Increase in eligible homebuyers interested in purchasing in West Baltimore</li></ul>

**PRIORITY 2: HEALTHY ECONOMY**

**GOAL 4:** Use anchor designation by the City of Baltimore to help improve public transit in West Baltimore Communities

**OBJECTIVE:**

*Advocate, support and promote efforts to improve the public transit systems in our communities and make West Baltimore more bicycle and pedestrian-friendly*

BACKGROUND ON STRATEGY: 2011 Community Engagement process identified improvement in public transit as a key area of focus that communities wanted assistance or collaborative efforts with Bon Secours. In 2013, BSBHS was designated by City as an anchor institution.

**ACTION PLAN**

Activity	Target Completion Date	Anticipated Product or Result
Encourage our own employees to carpool, bike to work, use public transportation and other modes of transportation, by building a culture that facilitates such a shift and by offering incentives.	Fall 2014	<ul style="list-style-type: none"> <li>• Baseline of employees that use public transit identified.</li> <li>• Identification and possible participation in city incentive programs (ie reduced fare bus passes, bike stations, car pooling, etc)</li> </ul>
Promote Red Line light rail system through participation in Station Area Advisory Committee (SAAC), Community Compact and Economic Development Subcommittee	Current and ongoing	<ul style="list-style-type: none"> <li>• Bon Secours is active participant in bringing the Red Line into West Baltimore to increase transit and job opportunities.</li> </ul>

# 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 intend to protect 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’s a shared sense of responsibility among residents, businesses and the city when it comes to keeping the environment at the forefront of decisions.

<b>PRIORITY 3: Healthy Environment</b>		
<b>GOAL 1: Reduce risks from hazardous materials to patients and community via changes in housekeeping and pest management</b>		
<b>OBJECTIVE:</b> <i>Develop policy and plan for elimination of pesticide use and other toxic chemicals in BSBHS facilities via ongoing participation in Maryland Hospitals for a Healthy Environment and achievement of Practice Green Health standards.</i>		
<b>BACKGROUND ON STRATEGY:</b> Reduction in exposure to hazardous materials provides for better patient outcomes, safer living and work environments for community residents and workers.		
<b>ACTION PLAN</b>		
<b>Activity</b>	<b>Target Completion Date</b>	<b>Anticipated Product or Result</b>
Implement no chemical, integrated pest management in all facilities.	December 2014	<ul style="list-style-type: none"> <li>Elimination of exposure risk to employees, residents and workers.</li> </ul>
Change to 100% Green Chemicals for Housekeeping	Hospital December 2013; Other facilities December 2014	<ul style="list-style-type: none"> <li>Elimination of exposure risk to employees, residents and workers</li> </ul>

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**PRIORITY 3: Healthy Environment**

**GOAL 2: Reduce energy and water use in homes and buildings; increase recycling.**

**OBJECTIVE:** *Conduct energy efficient repairs and renovations; reduction of water and energy usage; increase awareness and practice of water and energy conservation in Bon Secours facilities and broader community.*

**BACKGROUND ON STRATEGY:**

**ACTION PLAN**

Activity	Target Completion Date	Anticipated Product or Result
Utilize Enterprise Green Community standards for design and construction of existing housing renovation and new construction	December 2013 and ongoing	<ul style="list-style-type: none"> <li>100% achievement of Enterprise Green Standards in all Housing facilities</li> </ul>
Expand 35% of total waste recycling from hospital to offsite facilities and housing.	December 2014	<ul style="list-style-type: none"> <li>Increase in waste recycling</li> </ul>
Increase energy and water conservation of all West Baltimore residents, businesses, merchants and others with a public education campaign.	January 2014 and ongoing	<ul style="list-style-type: none"> <li>Heightened awareness of importance of conservation throughout community served by BSBHS</li> </ul>

## PRIORITY 3: HEALTHY ENVIRONMENT

**GOAL 3: Increase the number of public green spaces that are safe and well-maintained.**

**OBJECTIVE:**

*Encourage the use of community open spaces, gardens and urban agriculture, and the transformation of vacant lots.*

**BACKGROUND ON STRATEGY:** 2011 Community Engagement process identified green spaces as key area of focus that communities wanted assistance or collaborative efforts with Bon Secours to make communities healthier. In West/Southwest Baltimore, there is very little green space. However, the number and quality of green spaces can be improved by the conversion of vacant and debris-filled lots into clean and usable green space.

**ACTION PLAN**

Activity	Target Completion Date	Anticipated Product or Result
Conversion of vacant lots into clean and usable spaces by the Clean and Green (C&G) Landscaping Program of Bon Secours Community Works	Current and ongoing	<ul style="list-style-type: none"> <li>In partnership with community associations, identify and improve 52 vacant lots annually by planting of trees and conversion of vacant lots into usable green space</li> </ul>
Raise environmental awareness and coordinate six workshops/projects per year for residents and communities through the Clean and Green Landscaping Program	Current and ongoing	<ul style="list-style-type: none"> <li>Increased community awareness of impact on health by the environment.</li> <li>Increased participation by community in composting, recycling, community-wide cleanups, Earth Day, etc.</li> </ul>
Develop safe, well maintained public space around existing Bon Secours Facilities	In progress and ongoing	<ul style="list-style-type: none"> <li>Expansion of the Clean &amp; Green Landscaping program to coordinate and provide landscaping services to all of the Bon Secours Baltimore properties</li> </ul>
Expand C&G composting efforts	Spring 2015	<ul style="list-style-type: none"> <li>Expansion would include composting of hospital materials (foods and other compostable products)</li> </ul>

