

Appendix A HCLHIC Strategic Plan FY 2026-28 Process

The goals and objectives of the FY2026-2028 Howard County Local Health Improvement Coalition (HCLHIC) Strategic Plan were developed using an adapted Mobilizing for Action Through Planning and Partnerships (MAPP) 2.0 Framework (NACCHO, 2023). It incorporates input from the Community Health Improvement Plan (CHIP) Steering Committee, HCLHIC workgroup members and Howard County community members. The MAPP 2.0 process includes three phases:

1. Build the Community Health Improvement Foundation [identifying and engaging partners to plan],
2. Tell the Community Story [through assessment, root cause analysis] and
3. Continuously Improve the Community [prioritizing activity areas; organizing for work; developing goals, measure and strategies].

MAPP 2.0 is flexible in that it can be adapted for the circumstances and needs of the community. For HCLHIC, the process entailed developing and engaging a steering committee, reviewing data from multiple sources, developing problem statements based on key findings from the data, exploring root causes for the problems/health issues observed, identifying evidence-based solutions, engaging the community to prioritize solutions and identify other health issues and drafting goals, objectives and strategies to operationalize the plan. This appendix describes those steps.

Steering Committee

The CHIP Steering Committee included HCLHIC Co-chairs, workgroup Co-chairs and members, Howard County Board of Health members and HCLHIC and other Howard County Health Department (HCHD) staff. Partners and community members expressing interest in participating in the Steering Committee were also included. Community Health Workers (CHWs) with lived experience of health disparities were also part of the Steering Committee. Members provided guidance on the development of the plan, including revision of the mission, vision, values and priorities. During the initial steering committee meeting on November 12, 2024, members provided feedback on the HCLHIC's proposed workgroups, mission, vision and values. They also provided guidance on the focus and goals of each priority and the updated workgroups.

Data and problem statements were presented to the Steering Committee for input during the second meeting on December 18, 2024. During this meeting, committee members shared their thoughts based on the data from each priority and provided suggestions for obtaining more information and data.

A third meeting was held on April 7, 2025. Results from the community forums described below were shared with the committee for their awareness and suggestions regarding next steps.

Data Gathering and Review

Comprehensive review of both qualitative and quantitative data sources was done to inform the HCLHIC's FY26 – 28 Strategic Plan. One key data source was the 2024 Howard County Health Assessment Survey (HCHAS). The survey is conducted every three (3) years as part of a collaboration with the Howard County Health Department (HCHD), Johns Hopkins Howard County Medical Center (JHHCMC), Horizon Foundation and Columbia Association and provides information related to health conditions and behaviors across the county's population. These primary data, in addition to secondary data from multiple sources, helped inform the Community Health Needs Assessment (CHNA) led by JHHCMC, at the same time the CHIP was under development. Members of the teams developing the CHIP and the CHNA remained in contact to facilitate collaborative alignment so that both efforts could benefit from the community input involved. Meanwhile, the Maryland Department of Health (MDH) completed its State Health Improvement Plan (SHIP) through the Building a Healthier Maryland initiative in September of 2024. MDH provided local and state-wide data and outlined its five priorities for health improvement in Maryland of Chronic Disease, Access to Care, Women's Health, Violence and Behavioral Health.

The data reviewed, presented and considered in the development of the HCLHIC Strategic Plan came from the following sources:

Quantitative data gathered through:

- American Community Survey (2017-2022)
- Building a Healthier Maryland: State Health Improvement Plan (SHIP) 2024
- Centers for Disease Prevention and Control (CDC) Wonder (2018-2022)
- Chesapeake Regional Information System for our Patients (CRISP) Public Health Dashboard (2016-2024)
- Howard County Health Assessment Survey (HCHAS) (2014-2024)
- Maryland Behavioral Risk Factor Surveillance System (BRFSS, 2013-2022)
- Maryland Vital Statistics Administration (2010-2022)
- Maryland Youth Risk Behavior Survey (YRBS, 2016-2022)
- HCLHIC Howard County Food & Nutrition Security Survey Report (2023)

Qualitative data gathered through:

- Howard County Public School System (HCPSS): Community Schools Needs Assessment (SY23 – 24)
- Community Action Council of Howard County (CAC -HC): Community Needs Assessment (2023)
- Grassroots Day Resource Center: Health Services Needs Assessment (2024)
- Howard County Health Department: Community Focus Groups (2024)
- Community Health Improvement Plan (CHIP) survey to solicit community feedback on HCLHIC's proposed workgroups, mission, vision and values
- Roundtable Sessions for root causes analysis and discussion of health drivers and solutions (Table 1)
- Community health forums for prioritization of and input on solutions (Table 2).
- Survey (shared in four languages) for prioritization of solutions for community members who could not attend in person.

Table 1: Community Partners Roundtable Sessions (All Sessions Held Virtually)			
	Healthy Beginning	Healthy Living	Healthy Minds
Root Cause Analysis	January 9, 2025 2:00 – 3:30 PM	January 22, 2025 2:00 – 3:30 PM	January 30, 2025 2:00 – 3:30 PM
Main Health Drivers and Solutions	February 19, 2025 2:00 – 3:30 PM	February 20, 2025 1:00 – 2:30 PM	February 25, 2025 11:00 – 12:30 PM

Documenting Root Causes, Main Health Drivers, and Solutions

During strategic planning sessions with the workgroup co-chairs, a review of the Howard County data by the HCHD Epidemiologist related to HCLHIC priorities informed the development of the problem statements capturing key data findings in three priorities: Healthy Beginnings, Healthy Living and Healthy Minds.

Next, HCHD's Quality Improvement and Evaluation Manager, along with HCLHIC staff and workgroup co-chairs, facilitated virtual roundtable sessions (Table 1) to gather feedback from the workgroup members on the root causes, main health drivers and potential solutions for the problem statements. During the first session, members of the community organizations identified several root causes and main health drivers by working through a root cause analysis activity. A fishbone diagram was presented using Canva software to facilitate brainstorming

about root causes of each health concern identified in the problem statements. At the close of the sessions, voting was done to identify the main drivers among the root causes considered. During the second session, the members discussed possible solutions to the root causes from each priority using an affinity diagram presented via Canva software. HCLHIC staff researched evidence-based solutions and consulted with co-chairs and other subject-matter experts to identify the top three solutions to share with the community during the community health forums.

Identifying Action Steps

Community Health Forums and a survey were used to prioritize approaches to the health challenges faced by Howard County (the “solutions”). The three (3) in-person forums were open to any Howard County community members and were held at different county libraries and community centers as follows (Table 2):

Table 2: Community Health Forums			
	Columbia	Elkridge	Laurel
DATE & TIME	March 25, 2025 5-6 PM	March 29, 2025 4-5 PM	March 31, 2025 6-7 PM
LOCATION	Howard County Library System – Central Branch	Howard County Library System – Elkridge Branch	North Laurel Community Center

During the forums, attendees were presented with the identified health problems and three (3) evidence-based strategies to address the problems and were asked to select the solution they considered most likely to have the greatest impact in Howard County. They were also asked to share any additional priorities and solutions and provide feedback on action steps that could be taken to implement the selected solution.

A survey, available in multiple languages (English, Spanish, Chinese, and Korean), was distributed widely for community members who could not attend any of the forums to provide feedback on the potential solutions and suggest actionable steps for each priority. The suggested action steps were presented to the Steering Committee and the full LHIC meeting in April 2025 for additional feedback.

Development of Goals, Objectives, Strategies and Action Steps

HCLHIC staff and work group co-chairs developed and refined the goals and objectives of each priority area using the input provided in community health forums and roundtable sessions to

address the county's key health challenges. The strategies to achieve the goals and objectives were among those that had been shared and endorsed through the processes of root cause analysis and solution discussions and community input and prioritization. Activities to implement these strategies are part of the Action Plan that workgroups will use as a guide in the implementation of the Strategic Plan.

Approval of the Strategic Plan

The Strategic Plan and Action Plan were shared widely with HCLHIC members and the community for additional feedback via a survey prior to voting in accordance with the HCLHIC By-Laws. After voting, final approval of the Strategic Plan was done by the HCLHIC co-chairs. The final approved plan was shared at the July 2025 full LHIC meeting and through various HCLHIC and HCHD communication channels. The final plan can be found on the HCLHIC website along with the updated Mission, Vision, Values and By-Laws.

Steering Committee Members

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- Ashton Jordan, MSPH
- Lois Jollenbeck, DrPH
- K. Stephanie Foster

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