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## **Howard County Local Health Improvement Coalition (HCLHIC)**

FY 18-20 HCLHIC Strategic Action Plan Process Summary

April 2017- December 2017

January 15, 2018

### **INTRODUCTION**

The Howard County Local Health Improvement Coalition was formed in 2011 as part of the Maryland Department of Health's State Health Improvement Process. This process and its measures align with the Healthy People (HP) 2020 objectives established by the Department of Health and Human Services. The coalition's mission is to identify and reduce health disparities and achieve health equity among Howard County residents.

Using local health data and input from stakeholders from throughout the County, the coalition developed the 2018-2020 Strategic Action Plan, setting aims, goals and process objectives for four key priority areas – Access to Care, Behavioral Health, Healthy Aging and Healthy Weight. Work groups will be maintained to implement and monitor progress in each area of the plan. Maryland Department of Health's State Health Improvement Process (SHIP) measures and Howard County Health Assessment (HCHAS) data serve as the basis by which long-term results will be measured. Process objectives have been established for measurement of impact over the life of the plan.

### **GOAL:**

The goal of the Howard County Local Health Improvement Coalition FY 18-20 HCLHIC strategic action plan process was to engage co-chairs, delegates, program staff, and key stakeholders in the Mobilizing for Action through Planning and Partnerships (MAPP) strategic approach resulting in the development of the Howard County Local Health Improvement Coalition (HCLHIC) FY 18-20 Strategic Action Plan .

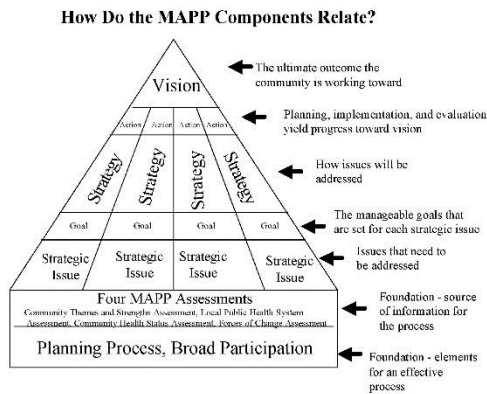
### **EXPECTED PROCESS OUTCOMES**

The HCLHIC utilized the MAPP Process for completion of the *FY 18-20 HCLHIC Strategic Action Plan Process* to ensure that it would: employ a holistic approach to supporting a healthy community that emphasized access to and awareness of physical, social and personal resources for Howard County residents; engage stakeholders in a transparent process that increased the visibility of the HCLHIC within the community; increased awareness and knowledge of public health issues, local public health systems and changes in the environment; and fostered a sense of community ownership in evidenced-based and promising initiatives; and foster a process that strengthened public health infrastructure and would lead to better coordination of services and resources, recruitment of diverse partners that are representative of all social determinants of health, and result in less duplication of services.

With participation by a wide range of community partners representing various sectors of the community, the expected outcomes of utilizing the MAPP Process for completion of the *FY 18-20 HCLHIC Strategic Action Plan Process* were the following:

- assessment of data and information from the community health assessment;
- facilitation of stakeholder discussions to identify issues and strategies to be addressed by the plan;
- identification of community assets and resources identified and considered in the state health; and,
- development of a strategic action plan to guide the HCLHIC through FY 18-20.

### MAPP COMPONENTS



### HCLHIC MAPP COMPONENTS



Source: [http://archived.naccho.org/topics/infrastructure/mapp/upload/MAPP\\_Components\\_Pyramid.pdf](http://archived.naccho.org/topics/infrastructure/mapp/upload/MAPP_Components_Pyramid.pdf)

### PROCESS TIMELINE

January 2017- During the January 26, 2017 full coalition meeting, HCLHIC Members were given an overview of updated HCLHIC structure (by-laws), educated on the strategic planning processes and provided technical assistance for developing the FY 18-20 strategic plan.  
 March 2017:

In preparation for meeting with the full HCLHIC Executive team (HCHD, HCGH, HCLHIC Staff and HCLHIC Delegates), on February 21, 2017 HCLHIC Co-Chairs and staff met by conference call to build consensus on and prioritize SHIP Measures of focus in the 2018-2020 HCLHIC strategic action planning process. Discussions included:

- review and prioritization of SHIP Measures of focus
- identify expected outcomes for overall planning process and facilitated discussions
- clarification of expected roles of work group action planning teams and work group members

On March 24, 2017, HCLHIC Leadership and staff met with an outside agent to discuss facilitation of meetings to support the planning process. HCLHIC staff provided the facilitator with the relevant data on HCLHIC Priority areas, research on evidenced-based strategies to address priorities, proposed logic model for operational planning and a proposed facilitation scope of work.

April 2017: During the April 27, 2017, Executive Committee meeting of the HCLHIC Executive Leadership Team (Co-Chairs, Co-Chair Designees, HCLHIC Staff and HCLHIC Delegates), participants refined and reviewed the key coalition priorities identified by the HCLHIC Co-Chairs as derived from the State Health Improvement Process (SHIP measures) and supported by other relevant data and provided feedback into scope of work to be completed by an outside meeting facilitation agent to support the planning process.

May 2017: A full-day strategic planning retreat facilitated by an external facilitator and attended by Work Group Planning Teams (HCLHIC Staff, HCLHIC Delegates, HCLHIC Work Group Members) was held on May 2, 2017. To maximize community engagement by HCLHIC member organizations, 29 individuals representing 16 unique member organizations participated. The purpose of Work Group Planning Team Retreat was to synthesize information gathered through administration of an electronic survey of work group planning team members developed by the outside facilitator; to summarize the key coalition priorities and relevant SHIP, HCHAS, and other data specific to the priorities; and to develop strategic plan goals to inform the HCLHIC FY 18-20 strategic plan.

During the retreat, the external facilitator led participants through an analysis of perceived strengths/assets; weaknesses, opportunities/resources and threats (SWOT) to the coalition in meeting its goals. Table One summarizes the results of the SWOT exercise as provided by the external facilitator.

<b>Table One HCLHIC SWOT Analysis</b>	
<b>Strengths/Assets</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Paid staff</li> <li>• Passionate volunteers</li> <li>• New structure that fosters accountability</li> <li>• Consistent membership</li> <li>• Engagement of members</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of defined expectation of members</li> <li>• Lack of diversity in organization types and members</li> <li>• Resistance to change</li> <li>• Lack of resources for work group activities</li> <li>• Commitment level of some organizations</li> </ul>
<b>Opportunities/Resources</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Possible changes to the Affordable Care Act</li> <li>• Increase in attention to opioid addiction</li> <li>• Changing demographic of the County</li> <li>• Integration of Evidence-Based programming through partners</li> <li>• Integration with key stakeholder programs and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Change</li> <li>• Lack of ability to engage potential partners</li> <li>• Cultural and Linguistic Barriers</li> <li>• Possible changes to Affordable Care Act</li> </ul>

Following the SWOT Analysis, retreat participants worked in small groups to solidify priorities and areas of focus as defined by identified SHIP measures. Table Two summarizes the priorities that were confirmed and additional areas of focus for the coalition that were identified. Information collected through these sessions provided material for the facilitator to develop draft strategic goals.

Table Two HCLHIC Key Priority and Theme Areas	
1.	Access to Care with focus on chronic disease and dental care;
2.	Behavioral Health with focus on mental health-related conditions, addiction-related conditions and suicide;
3.	Healthy Aging with a focus on Alzheimer’s and other dementias and fall prevention; and,
4.	Healthy Weight with a focus on physical activity and nutrition.
5.	Other themes for prioritization: <ul style="list-style-type: none"> <li>• Securing funding for HCLHIC initiatives</li> <li>• Implementing evidence-based initiatives to address priorities</li> <li>• Member development and engagement</li> </ul>

Additional discussions were facilitated by the external facilitator within existing HCLHIC priority area work groups in May 2017. The purpose of these discussions was to obtain feedback on identified goals and generate ideas for proposed objectives. In addition to the planning retreat, the facilitator met with members of each coalition priority work group during open meetings as follows:

- May 18- Behavioral Health 9 AM to 10:30 AM
- May 22- Healthy Aging 2:45 PM to 4:15 PM
- May 24- Access to Care 9 AM to 10:30 AM
- May 25- Healthy Weight 8:30 AM to 10 AM

June 2017: During the June 22, 2017 meeting of the Full HCLHIC, the MAPP Process for completion of the FY 18-20 HCLHIC Strategic Action Plan was reviewed and coalition members were presented with the proposed goals and objectives for the FY 2018-2020 Strategic Action Plan. Members voted to approve.

August 2017-

In July 2017 discussions were facilitated by an external facilitator within existing HCLHIC priority area work groups. The purpose of these discussions was to generate proposed strategies based on themes identified in previous discussions. All strategies were categorized by HCLHIC staff as falling into one of three primary thematic areas:

- Programs/activities focused on increasing knowledge about health issues and/or promoting healthy behaviors or conditions;
- Programs/activities focused on systems change that impact the social norms of an organization, institution or system and may include a policy or environmental change strategy; and,
- Partnerships and collaboration.

The facilitator met with members of each coalition priority work group during open meetings as follows:

July 19- Access to Care	9 AM to 10:30 AM
July 20- Behavioral Health	9 AM to 10:30 AM
July 27- Healthy Weight	8:30 AM to 10:00 AM
July 31- Healthy Aging	2:45 PM to 4 PM

During August 2017 work group meetings, suggested strategies were examined and existing and needed community assets and resources were identified. An inventory of community assets and existing evidence-based programs was developed by program staff and shared for feedback with work groups in October 2017.

Sept 2017:  
Dec. 2017- A summary report of meetings with the external facilitator was received on September 18, 2017. The strategies suggested by work groups were evaluated by program staff to determine the basis for support of evidenced-based interventions. Program staff provided recommendations for evidence-based strategies to be selected.

Inventory of community assets and evidence-based program matrices were developed by program staff and shared for feedback with work groups in October 2017.

Strategic objectives were refined and operational plans detailing discrete measurable outcomes expected for each strategy were identified by program staff to provide guidance for monitoring implementation and progress.

A final summary report of the completed FY 2018-2020 Strategic Action Plan for the Howard County Local Health Improvement Coalition was produced by program staff.

## **LESSONS LEARNED**

Provided is a summary of lessons learned through the completion of the *FY 18-20 HCLHIC Strategic Action Plan Process*.

1. The MAPP Process was used as a guide as it was important that the coalition did not repeat work already completed.
2. It was necessary to establish a definition of evidence-based and promising programs relevant to the coalition that stakeholders could use as an operational definition.
3. Significant efforts on the part of program staff were required to ensure that clear and measurable process outcomes were identified.