HEALTHY MONTGOMERY CHARTER

George Leventhal
Co-Chair

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I. Background

The Healthy Montgomery (HM) community health improvement process is a community-based effort to improve the health and well-being of Montgomery County residents. Healthy Montgomery is under the leadership of the Healthy Montgomery Steering Committee (HMSC), which includes planners, policy makers, health and social service providers, and community members. The community health improvement process includes data collection, needs assessment, priority-setting, strategic action planning, and the implementation of collaborative efforts designed to improve the health and well-being of Montgomery County residents and evaluate the success of the improvement efforts.

Healthy Montgomery will work to improve the health and well-being of Montgomery County residents by:

- Improving access to health and social services;
- Achieving health equity for all residents; and
- Enhancing the physical and social environment to support optimal health and well-being and reduce unhealthful behaviors.

Healthy Montgomery Objectives:

- To establish a comprehensive set of indicators related to health processes, health outcomes and social determinants of health in Montgomery County that incorporates a wide variety of County and sub-County information resources and utilizes methods appropriate to their collection, analysis and application;
- To identify and prioritize health needs in the County as a whole and in the diverse communities within the County;
- To foster projects to achieve health equity by addressing health and well-being needs, improving health outcomes and reducing demographic, geographic, and socioeconomic disparities in health and well-being; and
- To coordinate and leverage resources to support the community health improvement process infrastructure and improvement projects.

II. Purpose

With the leadership and support of the HMSC, strategic decisions regarding the best use of limited resources are made to advance progress towards building and maintaining strong, healthy communities throughout Montgomery County. This charter specifies the roles and responsibilities of the HMSC members and Healthy Montgomery Work Groups/Task Forces/Project Teams in support of the previously stated goals and objectives.

The HMSC will inform, advise, and ensure implementation of the community health improvement process for Montgomery County, Maryland[1]. Additionally, the HMSC serves as the local health improvement coalition (LHIC) for the Maryland Department of Health and Mental Hygiene (DHMH) State Health Improvement Process (SHIP).[2] The state's Health Reform Coordinating Council noted the importance of a local health improvement coalition to locally prioritize and implement goals of the SHIP."[3] The SHIP Executive Summary directs local health coalitions to adopt strategies for progress on selected SHIP measures as well as on other local health priorities, including addressing local health disparities."[4,5]

The Healthy Montgomery initiative will work with the Montgomery County Department of Health and Human Services and the Local Health Officer to seek LHIC funding and comply with LHIC-related reporting requirements.

The Healthy Montgomery initiative follows a cycle comprised of five phases:

1. Environmental Scan
2. Needs Assessment
3. Priority-Setting
4. Action Planning and Implementation/Evaluation
5. Planning for Next Cycle

In addition to the five phases of work, data resources and other infrastructure support are also critical components to support all phases of Healthy Montgomery.

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[1] www.healthymontgomery.gov. Healthy Montgomery is the community health improvement process for Montgomery County, MD. Using health assessment data and community input, community partners collaborate to identify priority health areas and work to improve the health and well-being of County residents.

[2] http://dhmh.maryland.gov/ship/SitePages/Home.aspx. The goal of Maryland's State Health Improvement Process (SHIP) is to provide a framework for accountability, local action, and public engagement to make progress in Maryland's health.

[3] Memorandum from Frances Phillips, Deputy Secretary for Public Health Services, Maryland Department of Health and Mental Hygiene, to Health Officers, dated Oct. 3, 2011.

[4] State Health Improvement Executive Summary at http://dhmh.maryland.gov/ship2/SitePages/execsummary.aspx).

[5] In a letter dated March 1, 2012 from the Director of the DHMH Office of Population Health Improvement to the Maryland Community Health Resources Commission (CHRC), the Director certified that the Montgomery County Health Improvement Coalition fulfilled DHMH requirements "as to local health improvement coalition structure, leadership, openness and planned 2012 actions."

Healthy Montgomery and the HMSC have a role in fostering alignment among the Healthy Montgomery member hospitals as they work to meet their community benefit requirements and address unmet health and well-being needs in their respective service areas. Collaborative efforts will result in coverage for the whole County, avoid duplicative efforts, and better allocate and leverage existing assets.

The HMSC is also cognizant of the community benefit requirements of the hospital systems in the County related to the Health Services Cost Review Commission (HSCRC) and IRS reporting timeline and requirements for non-profit hospitals to retain their tax exemption status (Form 990 Schedule H). The HMSC will work in collaboration with the hospitals to assist them in meeting those obligations.

III. Healthy Montgomery Steering Committee

Composition

The HMSC shall be led by the Chair of the Montgomery County Council's Health and Human Services committee and an additional steering committee member with no less than two (2) years of membership on the HMSC. The Co-Chairs shall coordinate with Healthy Montgomery staff to develop the agendas for the steering committee meetings. Furthermore, the Co-Chairs shall provide guidance and leadership to all facets of the Healthy Montgomery effort, including Healthy Montgomery Work Group/Task Forces/Project Team activities and may be called upon to provide additional guidance including the approval of requested letters of support and the execution of other duties requiring Co-Chair authorization.

Members of the HMSC include, but are not limited to, representatives from the following organizations and sectors:

- Montgomery County Department of Health and Human Services
- Montgomery County Council
- County Health Officer
- All Hospital Systems
- Minority Health Program/Initiative Representatives
- Representatives of Special Needs Populations/Vulnerable Populations
- Mental Health Provider Community
- Health Insurance Community
- Safety-Net Providers
- Montgomery County Medical Society
- Non-Profit Community
- Montgomery County Commissions/Boards
- Academic Institutions
- National/Local Foundations
- Montgomery County Public Schools
- Montgomery County Planning Department

- Montgomery County Recreation
- Employer Community/Business Community
- Public Safety (Corrections, Fire & Rescue, or Police)
- Residents of Montgomery County

An effort will be made to recruit and maintain members from each of the organizations and sectors listed above. As the work of Healthy Montgomery proceeds, the composition of the HMSC membership will be revisited periodically by the HMSC to identify gaps in membership and to plan for the recruitment of new members. At the beginning of each fiscal year, HMSC membership will be reconfirmed. New members will be invited upon recommendation of the HMSC co-chairs and by a confirmation vote of the HMSC.

HMSC subcommittees may be convened and charged by the HMSC, as needed, for the purpose of carrying out the work of the HMSC. HMSC subcommittees will report findings and recommendations to the full HMSC for discussion and action.

Membership Roles

HMSC members recognize the benefits of working in collaboration on Healthy Montgomery initiatives. These benefits include: data sharing; coordinating efforts for greater efficiency and impact; pooling resources to conserve assets and to be cost-effective; collaborating for greater effect when leveraging resources and seeking funding; and networking to share knowledge and ideas.

The HMSC shall convene quarterly. Regular attendance and participation by all HMSC members are anticipated. If a member misses more than two meetings in one year, the member and/or representing organization will be formally notified that his/her membership is in jeopardy and will be encouraged to re-appoint a Steering Committee member for service on the Committee. When a member is removed through absence, the HMSC Co-Chairs shall notify all members of the HMSC, including the member being removed. The HMSC Co-Chairs may waive the removal for illness, emergency, or other good cause.

The HMSC shall convene and charge Healthy Montgomery Work Groups/Task Forces/Project Teams, as needed, and shall ensure that the Work Group/Task Force/Project Team members have the resources, including the core administrative support, needed for successful completion of their work. The HMSC shall serve in an advisory capacity and provide guidance and other support, as needed, to the Work Groups/Task Forces/Project Teams to facilitate their planning, implementation and evaluation activities. The HMSC shall approve all phases of the community health improvement process including: needs assessment, results from priority-setting, and action plan reports. It shall also authorize the public comment process for action plan reports and other products requiring public comment.

HMSC members shall volunteer in hosting the quarterly meetings at his/her respective worksite; allowing for the location of meetings to rotate throughout the steering committee membership.

HMSC members shall provide leadership to the overall planning and implementation efforts of Healthy Montgomery's population health improvement activities; leveraging existing resources available within his/her organization.

All HMSC members listed on the official HMSC Steering Committee list have one vote. Decisions are made by a majority vote of a quorum of the membership. A quorum is 50% of those listed on the HMSC members list plus one member. Action items may be voted upon electronically (e.g., e-mail). For an electronic vote to be valid, votes from a majority of those listed on the HMSC members list must be returned. As needed, members shall designate an alternative representative who shall participate on the HMSC member's behalf with full voting authority. The alternate shall be empowered to act on behalf of the HMSC member and is responsible for updating the HMSC member regarding the discussion to ensure that any action/follow-up items are executed in a timely manner.

Terms of Service

Membership terms of service are permanent and have no limits on service.

Staffing and Resources

The Montgomery County Department of Health and Human Services shall provide staffing resources to facilitate the work of the HMSC. The Montgomery County Department of Health and Human Services, when needed, shall provide project management, administrative support functions, and subject matter experts to Healthy Montgomery Work Groups/Task Forces/ Project Team to facilitate their work and the completion of the goals and objectives of Healthy Montgomery. Needed project management and administrative support functions may also be fulfilled by HMSC member organizations. Requests for additional support shall be brought to the HMSC's attention for consideration.

IV. Healthy Montgomery Work Groups/Task Forces/Project Teams

Healthy Montgomery Work Groups/Task Forces/Project Teams shall be convened by the HMSC, as needed, to develop, implement, and evaluate Action Plans consistent with the mission of Healthy Montgomery to improve health outcomes. Other work groups/task forces/project teams may be configured by the HMSC to address specific short- and long-range needs of the HMSC. The decision to form and conclude work groups/task forces/project teams rests with the HMSC.

The HMSC will also provide guidance and support to the Healthy Montgomery Data Project Team, as needed. The Data Project Team is a group of professionals with

expertise in local data, geography, demography, population-based health outcomes, as well as in data limitations and issues regarding health and well-being metrics among vulnerable populations. The Data Project Team manages the indicators, metrics, and other data support needs of the Healthy Montgomery initiative. Through the work of the Data Project Team, Healthy Montgomery and the HMSC will address the identified need for valid, reliable and user-friendly data related to health and the social determinants of health and the need to have a mechanism that coordinates the efforts of public and private organizations to identify and address health and health-related County issues, including health disparities.

V. Funding for Healthy Montgomery

The Montgomery County Department of Health and Human Services shall draft a budget at the start of each fiscal year for the Healthy Montgomery effort. Expenses will be listed as they relate to carrying out the work of the HMSC and Healthy Montgomery and tracked in a formalized way.

A set funding cycle shall be established and maintained that includes annual notification no later than May 1 by the HMSC to Healthy Montgomery hospital members to pay $25,000 to the Montgomery County Department of Health and Human Services within 45 days of the notification, or no later than June 15.

VI. Healthy Montgomery Website

The Montgomery County Department of Health and Human Services shall continue to maintain the Healthy Montgomery website (www.healthymontgomery.org) via an annual subscription with a designated vendor to provide a publicly accessible portal to all Healthy Montgomery efforts; ensuring transparency of the community health improvement process. Policies on the inclusion of website content proposed by the community will be vetted and determined by the HMSC. Specific requests for posting community resources are managed through *info*Montgomery, as the main resource directory of Healthy Montgomery, which applies a standard set of inclusion criteria. Other website content is maintained by Healthy Montgomery staff, including the posting of reports, website links, and news articles related to Healthy Montgomery topics.

VII. Amendments to Charter

Any proposals for revision to this charter shall be presented to the Co-Chairs and Steering Committee for discussion. Approval of two-thirds of the membership, with a full quorum present, is required for ratification.

VIII. Approval

The above charter has been reviewed and approved by the HMSC Co-Chairs and general body on this 13th day of March 2014.

George Leventhal
Co-Chair

Sharan London
Co-Chair