

The Urban Health Institute: 2010–2018



JOHNS HOPKINS
URBAN HEALTH INSTITUTE

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1. Introduction

The Johns Hopkins Urban Health Institute was launched in May 1999 after two years of planning that involved over 150 community leaders, Johns Hopkins faculty, and staff. President William Brody established the Institute at the recommendation of East Baltimore Faculty Leadership out of concern for both the Institution's isolation from the community in which it is based and the oft-voiced resentment of community residents toward Johns Hopkins Institutions.

At that time, there were **five core principles** upon which the UHI was established:

1. **Commitment:** Johns Hopkins must make a long-term commitment to reverse the decades of urban decline.
2. **Continuity:** We must do whatever is needed for as long as it takes.
3. **Communication:** Open and continuous communication must characterize all interactions.
4. **Culture:** All who are engaged with the UHI must honor cultural differences as well as the unique history of the community.
5. **Coordination/Collaboration:** New and existing interactions must be coordinated to maximize impact.

During the first five years of full operation (2001-2006) the Urban Health Institute established a set of programs including:

- A small grants program
- Post-doctoral fellowship program
- A Journal—*Progress in Community Health Partnerships*
- A clinical services initiative at the Caroline Street Clinic
- A community health worker program
- East Baltimore Technology Resource Center (EBTRC).

In 2005, after a self-study review led by Dean Michael Klag of the Bloomberg School of Public Health, it was the Advisory Board's assessment that the breadth of the UHI reach was too limited both within the Hopkins and Baltimore communities. Secondly, administrative costs of 71% of the budget precluded significant activities and innovations. In that review, the Advisory Board placed priorities for the future work of the UHI on building and strengthening bridges between Johns Hopkins Institutions (JHI) and the Baltimore communities. It was also at that time that the Director of the UHI decided to relocate; and in 2006, President William Brody asked Dr. Robert Blum, then the William H. Gates Senior Professor and Chair of the Department of Population, Family and Reproductive Health in the Bloomberg School of Public Health to assume the Interim Director position. As was noted in the 2010 Self-Study Report, in 2006 there were significant challenges faced by the UHI:

1. **Finances:** The UHI lacked clear budgetary and financial accounting and had a budget deficit for FY07 of nearly \$100,000.
2. **Staff:** Except for two affiliated faculty there were no staff who remained at the UHI.
3. **Caroline Street Clinic:** After a careful assessment of the clinic it was found that it ran completely independently of JHMI, and while the cost was nearly \$100,000/year, there were significant concerns about both its management and quality of services delivered.

Those five core principles still guide the Urban Health Institute even as it has adapted to the changing landscapes both within the Baltimore and Johns Hopkins communities.

4. Community and University Awareness: Few people either within JHI or the Baltimore communities knew of the UHI.
5. Location: The UHI was located at the Inner Harbor far from JHMI and the East Baltimore community which it was tasked to serve.
6. Administrative Costs: Infrastructure consumed 71% of the UHI budget.

In response to those challenges a number of changes were made during the interim year of Blum's leadership:

1. Finances: Administrative oversight was transferred from the Provost's Office to the School of Public Health and the UHI brought on Pamala Martin as its administrator.
2. Staff: Amy Gawad, MPH was recruited from the National Academies of Science as the Program Director. Associate Directors were named: Phil Leaf from the School of Public Health, Alan Green from the School of Education, and Rebekha Atnafou joined as a community liaison.
4. The Caroline Street Clinic was closed and JHMI initiated a planning process, which a year later resulted in *The Access Partnership (TAP)* providing essentially free services to those who were uninsured and underinsured.
5. The UHI established a series of community/Hopkins dialogues to increase visibility and build relationships.
6. Location: The UHI was relocated to a rowhome on East Monument Street at the heart of the community which it was tasked to serve.
7. Personnel and Administrative Overhead Costs: The UHI budget was redesigned with personnel based on programmatic needs and reducing full time positions by one with the remainder of the staff/faculty being supported in relation to programmatic activities as partial FTE support. The new budgeting model attributes 90% of the budget to programmatic activities with only 10% for administrative overhead.

The present report summarizes the major activities of the UHI and their impacts between 2010 and the present (the previous Self-Study Report details activities up to 2010).



2. Current Goals and Objectives

URBAN HEALTH INSTITUTE GOAL:

To strengthen University-Community collaborations so as to improve the health and wellbeing of Baltimore.

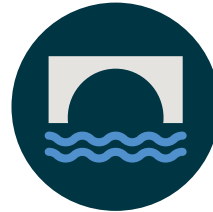


(L to R) Urban Health Institute Associate Director Terri Powell poses outside of Douglas Memorial Community Church with Rev. Dr. S. Todd Yeary, Senior Pastor

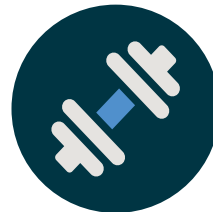
OBJECTIVES OF THE URBAN HEALTH INSTITUTE:



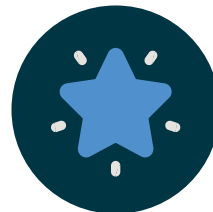
Facilitate and recognize collaborations between Johns Hopkins and Baltimore communities



Serve as a bridge between Johns Hopkins and Baltimore communities



Strengthen the capacity of Baltimore communities



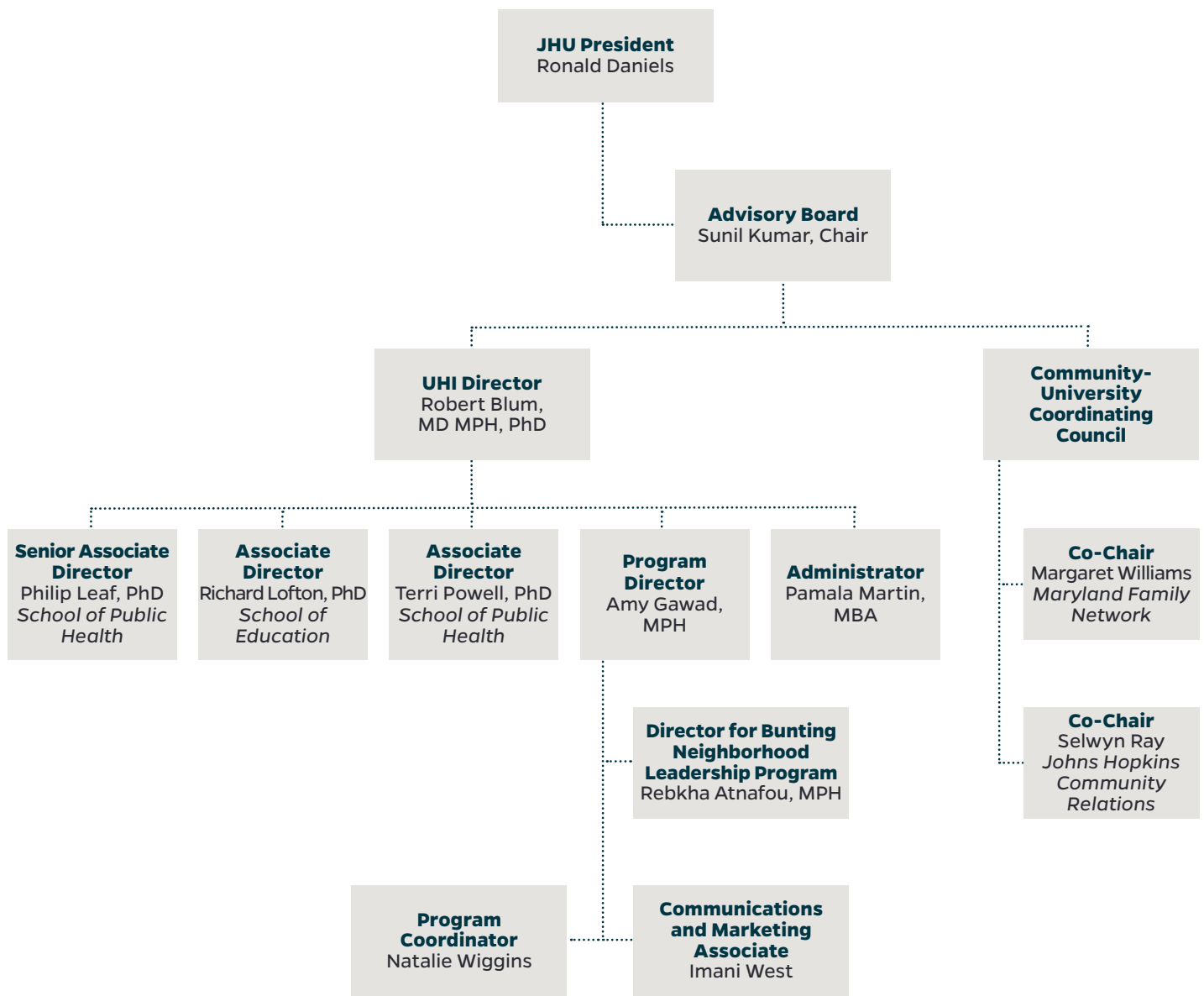
Establish programs to improve the health and well-being of Baltimore communities

3. Organizational Structure of the Urban Health Institute

The UHI is currently under the directorship of Robert Blum and has a small full-time staff of three. Additionally, there are three Associate Directors and plans are in progress to expand the associate director membership to colleagues from other schools.

The figure below depicts the current organizational structure.

UHI ORGANIZATIONAL CHART



UHI ADVISORY BOARD

The purpose of the UHI Advisory Board is to ensure that the UHI and its work represents the full range of Johns Hopkins resources provided by the members.



COMMUNITY-UNIVERSITY COORDINATING COUNCIL (CUCC)

The Community University Coordinating Council provides guidance and assistance to the UHI by ensuring that the priorities of the UHI are in line with those of the University and the community. The CUCC assists the UHI in developing its work plan, reviews progress on the work plan, and provides programmatic recommendations. The CUCC membership is evenly divided between University and community representatives and co-chair leadership is a shared representation of a community and a University member.

HOPKINS

1. **Selwyn Ray (CO-CHAIR)**
Director of Community Relations, Johns Hopkins Bayview Medical Center
2. **Karl Alexander**
John Dewey Professor Emeritus of Sociology; Academy Professor and Research Professor of Sociology Johns Hopkins University School of Education
3. **Carmen Alvarez**
Assistant Professor, Department of Community Public Health, Johns Hopkins University School of Nursing
4. **Katrina Bell McDonald**
Co-Director, Center for Africana Studies, Associate Professor, Sociology, Johns Hopkins University
5. **Cory Bradley**
PhD Student, Johns Hopkins Bloomberg School of Public Health
6. **James Calvin**
Professor, Carey School of Business
7. **Lisa Cooper**
Bloomberg Distinguished Professor, Health and Healthcare Equity, The Johns Hopkins Medical Institutions
8. **Jemima A. Frimpong**
Assistant Professor, Carey School of Business
9. **Mónica Guerrero Vázquez**
Executive Director, Centro SOL
10. **Dan Hale**
Special Advisor, Office of the President, Johns Hopkins Bayview Medical Center
11. **Jacky Jennings**
Associate Professor, Johns Hopkins University School of Medicine
12. **Mindi Levin**
Director, SOURCE, Johns Hopkins University
13. **Ben Seigel**
Former Executive Director, Johns Hopkins 21st Century Cities Initiative
14. **Michelle Spencer**
Associate Director, Bloomberg American Health Initiative
15. **Albert Wu**
Professor, Health Policy & Management Medicine Johns Hopkins Bloomberg School of Public Health

COMMUNITY

1. **Margaret Williams (CO-CHAIR)**
Executive Director, Maryland Family Network
2. **Elizabeth Alex**
Regional Director, CASA de Baltimore
3. **Julia Baez**
Executive Director, Baltimore's Promise
4. **Jasmine Campbell**
2017 Bunting Neighborhood Leadership Fellow Director, Under Armour House at Fayette, Living Classrooms
5. **Faith Connolly**
Executive Director, Baltimore Education Research Consortium
6. **Clarence "Tiger" Davis**
Former MD State Delegate
State President, AARP Maryland
Chairman of the Baltimore City Veterans Commission
State Commander, National Association for Black Veterans
7. **Gary Dittman**
Pastor, Amazing Grace Lutheran Church
8. **Lori Edwards**
Associate Professor, University of Maryland School of Nursing
9. **Debra Hickman**
CEO, Sisters Together and Reaching (STAR)
10. **Thomasina "Tomi" Hiers**
Director, Baltimore Civic Site, Annie E. Casey Foundation
11. **Dan Hymowitz**
Director, Mayor's Office of Innovation
12. **Seema Iyer**
Director, Baltimore Neighborhood Indicators Alliance
13. **Lynn Mumma**
Vice President of Strategy, Behavioral Health System Baltimore
14. **Darcy Phelan-Emrick**
Chief Epidemiologist, Baltimore City Health Department
15. **Melvin Russell**
Chief, Youth and Community Division, Baltimore City Police Department

"UHI has focused on community leadership; building the capacity of community leaders and helping them to harness their skills and access resources."

— TOMI HEIRS, ANNIE E. CASEY FOUNDATION

4. Strengthening the Baltimore Community



Henderson Hopkins Early Child Development Center

In 2008, at the suggestion of the then President of the Weinberg Foundation and a member of the Weinberg Foundation Board, the UHI organized and lead a delegation from East Baltimore to visit the PACT (Parents and Teachers Together) Program in Israel to explore possible collaborations. The PACT program was established to assure that Ethiopian refugee children entered school at a level ready to achieve academically on par with other Israelis. Following that visit, a working group was established, co-chaired by the UHI and Maryland Family Network directors, to explore the establishment of an early child development center which, with a major gift from the Weinberg Foundation opened its doors in 2014.

“The Urban Health Institute was critical in developing broad-based support for an early childhood center in East Baltimore. If it weren’t for [the UHI staff] who organized and sustained the planning group through many changes, over several years, there may have been no Weinberg Early Childhood Center at Henderson Hopkins.”

– MARGARET WILLIAMS,
MARYLAND FAMILY NETWORK



Inaugural BNLFP Fellows with funder Mary Catherine Bunting and Instructors. Back row (L to R): James Calvin, Jamie Quam, Rebkha Atnafou, Kendrick Staley, Mary Catherine Bunting, David Harris, Bishop Doug Miles. Front row (L to R): Lashelle Stewart, Jasmine Campbell, Elyse Preston, Imani Bryan

Bunting Neighborhood Leadership Program

Established in 2017, the Bunting Neighborhood Leadership Program (BNLNP) is an innovative initiative that aims to equip emerging leaders, who are well positioned to address community problems, with the knowledge, tools, skills, and mentorship to:

- Improve neighborhood health outcomes and engage their communities;
- Identify and deconstruct key issues within their neighborhoods;
- Conduct community needs assessments;
- Develop and measure policies and plans that foster outcomes for change and systems of accountability.

BUNTING NEIGHBORHOOD LEADERSHIP PROGRAM INAUGURAL COHORT

FELLOW	JOB TITLE AT START OF PROGRAM	CURRENT TITLE
Imani Bryan	Academy Manager of the Practitioners Leadership Institute, Baltimore's Center for Urban Families (CFUF)	Health and Policy Analyst, Baltimore City Health Department
Jasmine Campbell	Site Director for the Y in Central Maryland	Director, UA House on Fayette MBA Student, Carey Business School
David Harris	Founder and President, Reconstruct and Rebuild	Founder and President, Reconstruct and Rebuild
Elyse Preston	Program Manager, Strong City Baltimore's 29th Street Community Center	Associate Director, Maryland Out of School Time (MOST)
Kendrick Staley	Business Coordinator, The Door	Director of Youth Programs, The Door and Founder, Front Office Sports Academy
Lashelle Stewart	Deputy Director, Baltimore Healthy Start	Executive Director, Baltimore Healthy Start



2018 BNLFP Fellows pictured with Senator Barbara Mikulski (center). Back row L to R: Charles Kilborn, Kelsey Johnson, Larry Simmons, Rashad Staton, Jonathan Moore. Seated L to R: Justin Brown and Rudy Lee Daniels III

“The Bunting Fellowship is exactly what Hopkins should be doing. It uses the Hopkins’ vast resources to harness the potential of young leaders in Baltimore to be among those who create Baltimore’s future.”

— BARBARA MIKULSKI US SENATOR (RET.)

Colorectal Cancer Screening (CRCS) Program

This program was initiated in collaboration with the Department of Epidemiology in the School of Public Health, The Kimmel Cancer Center in the School of Medicine, and the Baltimore City Health Department. The goal was to increase colorectal cancer (CRC) screening among residents in Baltimore over the age of 55 who were never previously screened and, in doing so, reduce the mortality disparities in the city among black and white residents who die from colon cancer. Overall, 127 people participated in the program from shelters and service centers. Barriers and obstacles to completing CRC screening that participants identified include: 1) challenges with colonoscopy preparation, 2) colonoscopic procedural and test-specific concerns, 3) insurance and cost concerns, 4) generalized fear, and 5) poor relations with physicians and lack of physician referrals. A follow up study of the CRC screening education of 151 community members and 84 health educators indicated increase in knowledge in CRC and CRC Screening education and increase in intention to be screened. Nearly all community health educators who completed an educational session experienced significant short-term gains in their knowledge, attitudes, and behaviors. Prior to the educational sessions, community members average a score of 5.9 out of 14 in terms of their knowledge of CRC Screening and after the session, scores increased to 7.6— nearly a 15% increase. The project was of insufficient duration to identify screening uptake.

“We’re wearing Hopkins hats while doing this community outreach work. We’ve [heard comments like] ...‘we don’t like to go to Hopkins for our medical care, we don’t trust Hopkins’. [But] we function as ambassadors because we represent Hopkins, and we represent the community that we care about, [and] people that look like us. So, I welcome the opportunity to be here at Hopkins.”

— PEER EDUCATOR

Capacity Building Workshops

The Urban Health Institute offers three capacity-building workshops a year to assist individuals and organizations in our community to hone the skills needed to be more successful. The workshops attract participants from a wide range of community-serving organizations in Baltimore. Our goal is to respond to community issues by making the expertise of JHU accessible to the community.

Writing for Success: Preparing Winning Grants

This workshop examines and provides community-based organizations the best approaches for planning, writing, and submitting grants. Through exercises and discussion, participants learn the elements of a successful grant proposal, explore strategies for developing a budget for a grant proposal, and find out the seven most common mistakes in grant writing and ways to avoid them.

Financial Management for Community-Based Organizations

This workshop provides participants the opportunity to gain a clear understanding of basic financial management and why it is essential to the health of an organization. Participants learn how to clarify roles and responsibilities of not only those who oversee the finances of an organization but of those who make purchases or obligate funds on the organization's behalf. Participants learn about: best practices for financial management, the importance of documentation, overhead costs, creation of a basic monthly financial summary, and cost/benefit analysis.

Nuts & Bolts of Monitoring and Evaluation

In this workshop, participants learn how to describe programs from an evaluation perspective, gain knowledge and practice for developing a program logic model, explore the different types of evaluations, practice using qualitative methods for an evaluation, and learn new monitoring and evaluation concepts.



YEAR	TOPIC	NUMBER OF REGISTRANTS	EVALUATION %Excellent/%Very Good
2018	1. Writing for Success: Preparing Winning Grants	38	64%/36%
	2. Introduction to Financial Management	41	93%/7%
	3. Nuts & Bolts of Monitoring and Evaluation 12/8/18	50	scheduled for 12/19/18
2017	1. Writing for Success: Preparing Winning Grants	43	81%/16%
	2. Nuts & Bolts of Monitoring and Evaluation	47	93%/7%
	3. Introduction to Financial Management	39	91%/6%
2016	1. Writing for Success: Preparing Winning Grants	47	84%/11%
	2. Nuts & Bolts of Monitoring and Evaluation	41	84%/16%
2015	1. Writing for Success: Preparing Winning Grants	42	85%/12%
	2. Nuts & Bolts of Monitoring and Evaluation	35	87%/12%
	3. Elements of Effective Leadership	21	83%/6%
2012	Messaging and Communications	15	92%/8%
2011	Messaging and Communications	18	94%/6%

5. Building Bridges Between Hopkins and the Baltimore Communities

Johns Hopkins Community Health Partnership (JCHIP)

JCHIP was established in 2013 with a \$20 million award to Johns Hopkins Hospitals as an innovative grant to develop community-hospital collaborations in the East Baltimore community with the goal to reduce hospital recidivism and improve health outcomes for neighborhood residents with the most complex health and social conditions. Over 71,000 patients have been enrolled in the program with a focus on those with chronic conditions, mental illness, and substance use problems. The Urban Health Institute was centrally involved in creating community-university dialogues when the project was first being conceptualized and subsequently in working with community and Hopkins leadership to establish the Community Advisory Board. The UHI continues to provide administrative and financial supports to the two key community agencies engaged with this partnership.

“The Health System needed to connect with the community in developing a grant application and the UHI was the place we turned for assistance. They facilitated bringing community groups and the health system together to explore new partnerships. These community connections were critical to our receiving the award from the Centers for Medicaid and Medicare Intervention.”

— ANNE LANGLEY, SENIOR DIRECTOR, HEALTH PLANNING AND COMMUNITY ENGAGEMENT, JOHNS HOPKINS MEDICINE

The Access Partnership (TAP)

With the closing of the UHI's Caroline Street Clinic in 2007 Johns Hopkins Hospital, Hopkins Medical School, and the physician practice formed a working group to establish a program for the un- and under-insured. The UHI leadership served on the planning committee for this initiative which was inaugurated in 2009 under the leadership of Dr. Barbara Cook. Since that time, TAP has served more than 6,952 unique patients, receiving a total of 20,286 specialty referrals. The Urban Health Institute supported the first comprehensive evaluation of TAP in 2013 which resulted in two publications and wide recognition for its contributions to the health of the East Baltimore community. 94% of patients come from 4 zip codes: 21224, 21222, 21205, 21231.

School of Education Lunch Seminar Series (Third Tuesdays)

The UHI and the School of Education offered a series of brown bag lunch seminars, entitled “Third Tuesdays”, which focused on how social determinants of education, such as family income, parental education level, multiple health issues, etc. might change how education is approached, particularly in urban areas. Local and national speakers were invited to share perspectives and engage in discussions, including Ivory Toldson, who spoke to the specific needs of black males; Michael Sarbanes, who discussed community support for schools; and Dayvon Love, who discussed the role race plays in Baltimore education.



BETWEEN THE BALTIMORE COMMUNITIES AND THE URBAN HEALTH INSTITUTE

The UHI serves at the nexus of community-based organizations, Johns Hopkins Institutions, and city and state agencies. Below is a diagram that represents entities with whom we consistently engage or partner.



Baltimore Researchers Dinners

On a quarterly basis, the Urban Health Institute (UHI) hosts a dinner focused on a research topic that aims to enhance the health and well-being of Baltimore communities. Faculty and students from colleges and universities across Baltimore are invited to attend to share both findings and next steps on the research they are conducting and establish networks of collaborators.



YEAR	TOPIC	PANELISTS	NUMBER OF PARTICIPANTS
2015	Housing Policies and Health	Michael Braverman and Kathryn Edin	31
	Place and Health: How Where You Live Determines Your Outcomes	Jacky Jennings, Tom LaVeist, and Lester Spence	55
2016	Witnessing and Responding to Violence and Trauma	Laurel Kiser and Anita Wells	79
	Building Safe Communities through Partnerships and Research	Cassandra Crifasi, Christine Eith, and Seema Iyer	42
	Addressing the Needs of Vulnerable Youth	Stefanie DeLuca, Nadine Finigan-Carr, and Natasha Pratt-Harris	51
2017	Exploring the Effects of Substance Abuse Across the Life Course. Part 1: Prenatal & Infancy	Moderator: Margaret Williams, Cynthia Bearer, Lauren Jansson, and Jennifer Kirschner	37
	Exploring the Effects of Substance Abuse Across the Life Course. Part 2: Problems and Potential During Adolescence	Latosha Brooks, Anthony Estreet, and Renee Johnson	35
2018	Housing and Health: Examining the Impact of Housing Policies Across the Life Course. Part 1: Role of Housing Instability on Health	Seema Iyer, Kevin Lindamood, Dan McCarthy	32



Social Determinants of Health Symposia

For the past 8 years the Urban Health Institute, in collaboration with the Office of the Provost, has hosted the Social Determinants of Health Symposium. For one day researchers, political and religious leaders, community members, faculty, and students from across Baltimore come together to discuss a specific issue of priority for the city. The symposium engages national and local program and research experts to present on the current state of knowledge and evidence-based strategies and approaches. Each year, we begin our symposium planning by engaging the Baltimore and Hopkins community in discussions about issues, topics, and speakers. Approximately 40-50 participants usually attend these sessions.

VOICES OF SOCIAL CHANGE: FIFTY YEARS LATER

In 1968 the Nation was at war, the economy was in crisis, racial and political tensions were high, civil unrest had erupted, and people around the country were mourning the death of two monumental leaders in history.

Fifty years later faculty, students, researchers, and community members from across Baltimore gathered in Turner Auditorium for the Johns Hopkins Urban Health Institute's Social Determinants of Health Symposium, 1968-2018, Voices of Social Change: Empowered Communities for Health and Social Justice, to remember the events of 1968, reflect on where we are now, and recommit to improving our communities. "We see this conversation as a dialogue between generations. It is not just about looking backward it is also about looking forward, it is about honoring the past and those who walked before, and it is about learning from the past [...] so we are not condemned to repeat it," explained UHI director Robert Blum.

Attendees were welcomed with performances from Baltimore School for the Arts students and DewMore Baltimore Youth Poetry Team; and heard from a diverse group of political and social leaders, including Senator Barbara Mikulski, former Lt. Governor of Maryland Kathleen Kennedy Townsend, Congressman Elijah Cummings, and former Black Panther leaders Eddie Conway and Ericka Huggins.

SOCIAL DETERMINANTS OF HEALTH SYMPOSIA 2012-2018

YEAR	THEME	REGISTRANTS
2012	Inaugural Social Determinants of Health Symposium	796 625 Hopkins 17 other universities 154 community
2013	Action for Equity	643 419 Hopkins 33 other universities 191 community
2014	Squandered Resources: Incarceration – It's Consequences, Costs, and Alternatives	559 190 Hopkins 82 other universities 287 community
2015	Healing Together: Community-Level Trauma – Its Causes, Consequences and Solutions	847 213 Hopkins 138 other universities 495 community
2016	Race, Racism, and Baltimore's Future: A Focus on Structural and Institutional Racism	780 224 Hopkins 97 other universities 459 community
2017	Baltimore's Youth: Reducing Vulnerability to Improve Our Future	494 185 Hopkins 57 other universities 252 community
2018	1968-2018: Voices of Social Change: Empowered Communities for Health and Social Justice	799 304 Hopkins 82 other universities 413 community



Augusta Fells Savage performing arts students perform at UHI's first annual Youth Symposium.

“I attended the UHI youth symposium and it was absolutely one of the most engaging and high energy events for youth that I have ever experienced in Baltimore or anywhere else. Exceptional work UHI. The youth left the UA House with hope and conviction to do better.”

– SELWYN RAY, DIRECTOR, JOHNS HOPKINS HEALTH SYSTEM COMMUNITY RELATIONS

Youth Symposium

In May of 2018, the UHI convened its first youth Symposium on the Social Determinants of Health attended by 200 high school students from across Baltimore City for a program they planned and the UHI facilitated, entitled: *The Pulse of Baltimore’s Youth: Social Justice and Health*. The central purpose of the conference was for Baltimore’s youth to engage in in-depth discussions about the challenges they face in their neighborhoods and opportunities for enhancing the health and well-being of Baltimore communities, especially for young people. Throughout the day attendees were able to participate in a resource fair, several performances, breakout sessions, workshops and referrals for needed services.

Small Grants Program

The UHI Small Grants Program stimulates and advances community-university collaborations around research and program development. Grants are awarded to partnerships between a student or faculty member at Johns Hopkins and a community-based partner that most successfully demonstrates the potential for advancing the health and well-being of the residents of Baltimore. Since its inception 135 small grants have been awarded for research and service programs. Undergraduates, graduate students, and faculty are eligible for awards for work done in collaboration with a community agency or organization. Breakdown of awardees:

CATEGORY	AMOUNT UP TO	NUMBER AWARDED
Undergraduate-Community	\$2,000	14
Graduate-Community	\$5,000	64
Faculty-Community	\$10,000	57

“[UHI’s major contribution] ...has been helping to establish the importance of community research that is done WITH the community instead of ON the community. Developing infrastructure for research-community partnerships.”

– ANON

All proposals are reviewed by a community and Hopkins reviewer who must both agree on a minimum score for a grant to be awarded. Financial oversight of each award is conducted by the UHI administrator.

Small Grants Evaluation

Of the responses returned from small grants recipients (99 out of 135) 47 were for research and the remainder for programs and services. Faculty-community were the primary recipients of research grants (n=20) followed by graduate student-community (n=13) and the remainder had undergraduate community leads. Program grant awards were evenly split between community (n=13), graduate students (n=12), and faculty leads (n=13) with the remainder not having been specified. Of the research awards, 19 resulted in publications and peer-reviewed journals and an additional six were submitted manuscripts that were never published.

One of the goals of the Small Grants Program is building Hopkins-Community collaborations. Of the research grants awarded, half (n=23) have maintained their collaborations and an additional 7 have continued with new partners. Among the program and service awards, 16 have continued and an additional 11 have also continued, however with new partners. Not surprisingly, for those projects where new partners joined, they were predominantly Hopkins students who had changed and the community collaborators remained constant.

FAITH! (Fostering African-American Improvement in Total Health) Nutrition Education Program

With the funding from the UHI's 2008 Small Grants Program, Dr. LaPrincess Brewer, then a Masters student at the Bloomberg School of Public Health, collaborated with Rev. Michael Palmer at New Friendship Baptist Church in East Baltimore to create a community based health improvement program.

Established in 2008, FAITH! (Fostering African American Improvement in Total Health) Nutrition Education Program aims to partner with churches in African American communities to promote healthy eating habits and eliminate health disparities in order to prevent and reduce risks associated with chronic diseases such as hypertension and diabetes.

In a recent interview with Church Health Reader Dr. Brewer explained why she chose to partner with congregations, "the black church is the premier institutional backbone of the African American community. It gives this community vitality in terms of their social, political, and cultural life. These churches have been a historical source of aid, salvation, and health services for underserved populations.

Since the 2008 project a health ministry and health pantry have been created. Recently, FAITH! celebrated its 10th anniversary and is currently being replicated in Minnesota where Dr. Brewer is also serving as a cardiologist and researcher at the Mayo Clinic in Rochester, Minnesota.



Baltimore Dialogues

Baltimore Dialogues are community gatherings that use a book club format to encourage discussions about the impact of racial inequities, poverty, and other issues on life in Baltimore. Each dialogue focuses on a different book and the author is invited to lead the discussion.

YEAR	AUTHOR	BOOK	NUMBER OF ATTENDEES
2018	Antero Pietila	The Ghosts of Johns Hopkins: The Life and Legacy that Shaped an American City	208
2018	Stefanie DeLuca and Karl Alexander	Coming of Age in the Other America (by S. DeLuca) and The Long Shadow: Family Background, Disadvantaged Urban Youth, and the Transition to Adulthood (by K. Alexander)	56
2018	Kondwani Fidel	Article “How a Young Boy has Been Decaying in Baltimore Since Age 10: A Death Note”	56
2017	Ajay Chaudry and Taryn Morrissey	Cradle to Kindergarten: A New Plan to Combat Inequality	125
2017	Stefanie DeLuca	Coming of Age in the Other America	35
2017	Christina Berchini	Chapter “How to be White: A Primer” from “What Does it Mean to be White in America?”	57
2016	Howard Ross	Everyday Bias: Identifying and Navigating Unconscious Judgments in Our Daily Lives	76
2016	Lester Spence	Knocking the Hustle: Against the Neoliberal Turn in Black Politics	29
2015	Kathryn Edin	\$2.00 a Day: Living on Almost Nothing in America	93
2015	D. Watkins	Compilation of Watkins’ articles	23
2014	Kevin Shird	Lessons of Redemption	27
2014	Eddie Conway	Marshall Law: The Life & Times of a Baltimore Black Panther	23
2014	Dorothy Roberts	Fatal Invention: How Science, Politics, and Big Business Re-Create Race in the Twenty-First Century	31
2013	Michael Higginbotham	Ghosts of Jim Crow: Ending Racism in Post-Racial America	57
2013	Marisela Gomez	Race, Class, Power, and Organizing in East Baltimore	54
2013	Daniel Sharfstein	The Invisible Line: Three American Families and the Secret Journey from Black to White	49
2012	Matthew Crenson	Article: The Elephant in the City: Why We Don’t Talk about Race in Baltimore	17
2012	Peter Beilenson	Tapping into the Wire	41
2011	Antero Pietila	Not in My Neighborhood: How Bigotry Shaped a Great American City	27

Spring, 2018 Stefanie DeLuca, Associate Professor of Sociology at Johns Hopkins and author of “Coming of Age in the Other America” and Karl Alexander, John Dewey Professor Emeritus Sociology Academy Professor and author of “The Long Shadow: Family Background, Disadvantaged Urban Youth, and the Transition to Adulthood” led a discussion with community members, professors, and students from across Baltimore at Amazing Grace Lutheran Church.

Dr. DeLuca and Dr. Alexander opened the dialogue by sharing their individual work with disadvantaged urban youth, what they’ve learned about their transitions in to adulthood, and how the right opportunities or policies can shape help their future. The conversation turned to personal reflections of growing up and the supports and environments that made the difference for many of our Baltimore residents.





“It was a great day, as always a very informative and productive atmosphere.”

— JHU STUDENT PARTICIPANT, 2018

“The event was GREAT! I made several connections (Baltimore Mayor’s office, Girl Scouts, and the American Academy of Pediatrics) and have followed up with all of them. I also had many enjoyable conversations with other participants and learned a lot about the good work they are doing.”

— JHU FACULTY PARTICIPANT, 2018

Community-Driven Research Day

Community-Driven Research Day is an annual event that provides an opportunity for community-based organizations and city agencies to have a greater role in the research process, by elevating their needs and identifying activities that would benefit from the support of researchers. In speed dating style, interested faculty and students from across Johns Hopkins and other Baltimore colleges and universities meet with, and learn about, community-based organizations and city agencies that have research needs. Over the past 5 years, more than 150 Baltimore-based community organizations and city agencies have participated and the event itself has been, or is being, replicated by others across the country, including Michigan State, Children’s Hospital of Philadelphia, Foundation for a Healthy St. Petersburg, and the University of California San Francisco.

East Baltimore Community Trauma Response: A Resource for Resilience and Healing

At the request of President Daniels, the Johns Hopkins Urban Health Institute, in collaboration with other faculty and staff at Johns Hopkins Institutions (JHI) and our community partners, worked to develop what became a \$1.6 million award over three years to support the development and implementation of trauma response programs in East Baltimore. Begun in early 2018, the plan is to form an interdisciplinary team of first responders, community leaders, residents, police, and health professionals, who mobilize to respond to individuals and families in the neighborhoods surrounding Johns Hopkins Hospital, that have been impacted by trauma. In addition, the plan calls for augmenting clinical services and to align efforts with the Mayor’s *Call to Action* and Baltimore City Schools’ *Blueprint for Success*.

“This timely initiative has the potential to make an immediate impact on our neighborhoods and our neighbors’ lives, as well as serving as a national model for partnership between communities and institutions as we seek to meet a shared need to care for people affected by trauma.”

— RONALD J. DANIELS, PRESIDENT,
JOHNS HOPKINS UNIVERSITY

6. Honoring our Community

Henrietta Lacks Memorial Award

The Henrietta Lacks Memorial Award was established in 2011 in honor of Henrietta Lacks, whose cells helped make possible groundbreaking advances in medical research. The UHI offers this award to recognize, support, and promote exceptional community-based programs working in partnership with Johns Hopkins faculty, students, or staff. This \$15,000 award highlights the importance of community-university collaborations, recognizes the accomplishments that can be achieved by such partnerships, and continues to support the efforts of the partnership. The monetary gift is given to the primary community partner in the collaboration.

“The Henrietta Lacks Memorial Award... though financially small, was symbolic and very meaningful to a broader community concerned about racial disparities in health outcomes.”

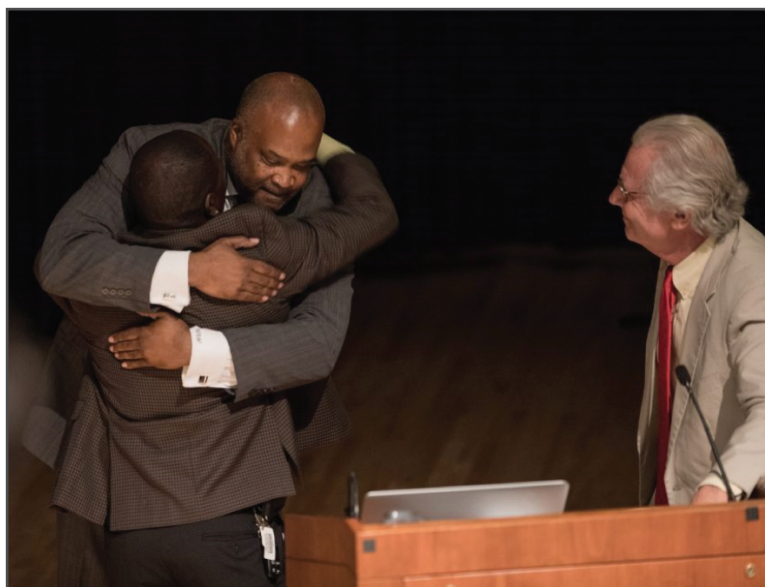
— TOMI HIERS, ANNIE E. CASEY FOUNDATION

NAME OF AWARD RECIPIENT	FOCUS OF WORK	VIDEO LINK
CHECC-uP Cervical Cancer in Minority Women with HIV Project (2018)	Older Women Embracing Life (OWEL) partnering with Johns Hopkins School of Nursing to help reduce occurrence of, and offer early treatment for, cervical cancer in women living with HIV	https://www.youtube.com/watch?v=XM-JSm8Lau5Y
Turnaround Tuesday (2017)	Baltimoreans United in Leadership Development (BUILD) working in partnership with Human Resources at the School of Medicine to help unemployed and returning citizens re-enter the workforce.	https://youtu.be/zE-4EqGA1h3w
SquashWise Youth Development Program (2016)	Squashwise working in partnership with faculty in School of Education to provide long-term academic and social supports to public school students in Baltimore City	https://youtu.be/KAdRws-WXEIs
Pythias A. and Virginia I. Johns African American Community Forum on Memory Loss (2015)	Working with Johns Hopkins Memory and Alzheimer’s Treatment Center, the Alzheimer’s Association puts on an annual forum for families of individuals with significant memory loss. The forum provides information on research, clinical trials, support services, and other resources to hundreds of families in Baltimore City	https://youtu.be/g_jmr-62JmRY
The Men & Families Center (2014)	Men and Families Center’s mission is to create safer, more resilient men, women, children and families by supporting them in developing their inner strengths, life skills, parenting skills and networks of resources through holistic approaches that move them towards self-sufficiency and self-empowerment.	https://youtu.be/laXO-zo2wHV0
Safe Streets East (2013)	Safe Streets, a powerful violence prevention program, is a partnership between the Baltimore City Health Department and The Bloomberg School of Public Health. It incorporates and emphasizes a strong street outreach component, with outreach workers canvassing neighborhoods and connecting with high-risk youth and young adults during evenings and weekends to diffuse situations and link them to services.	https://youtu.be/fw-co7vldnkc
Moveable Feast (2012)	Hopkins-based bike team, Fierce Chicks Rock, and Moveable Feast have been working together to provide food and nutrition services and a better continuum of care, namely for HIV/AIDS patients transitioning to outpatient care.	https://youtu.be/laXO-zo2wHV0
Newborn Holistic Ministries (2011)	Newborn Holistic Ministries, now known as Intersection of Change, works to preserve and enrich life in Baltimore’s Sandtown-Winchester and Upton communities by providing services to enable residents to meet their material, social, and spiritual needs. Newborn has achieved significant revitalization to the 1900 and 2000 blocks of Pennsylvania Avenue while also running Martha’s Place, a program for women overcoming drug addiction and homelessness, and Jubilee Arts, a program that offers arts classes and cultural opportunities as alternatives to violence and drugs.	https://youtu.be/zOdu8hk-lugA

PROGRAM HELPS INDIVIDUALS RETURN TO THE WORKFORCE

Turnaround Tuesday, a program that helps formerly incarcerated individuals and others looking for a fresh start to reenter the workforce, was awarded the 2017 Henrietta Lacks Memorial Award.

The program, part of the nonprofit Baltimoreans United in Leadership Development (BUILD), is so named because staff members and volunteers meet Tuesday mornings with unemployed and returning citizens to provide job readiness training and connect them with employers. To date, Turnaround Tuesday, which was founded in 2014, has helped over 300 people gain employment in the Baltimore area.



On presenting the award, UHI director, Robert Blum, commented: “This award is about recognizing excellence. It is about recognizing efforts in the community that help sustain and advance the health and wellbeing of the citizens of Baltimore.” Melvin Williams award recipient reflected: “We represent many people in Baltimore City who believe people deserve a second chance. We listened to people on Baltimore corners who told us over and over again that all they wanted was a chance to re-connect to true employment.”

Latish Walker, a Turnaround Tuesday program participant and now a Johns Hopkins employee, discussed her experience in a video about the program that was shown at the lecture. “I went through the six-week session and now I am able to be employed through Johns Hopkins Hospital. I’ve gone from being homeless to owning my own home and taking care of my children, and that is because of this movement.”

The \$15,000 award will help Turnaround Tuesday continue to help Baltimore residents get back on their feet and enhance their well-being.

Unsung Heroes

As part of the UHI’s 15th anniversary celebration, the UHI honored 7 unsung heroes who have worked tirelessly in the East Baltimore community for decades with little to no recognition or reward. These heroes were featured in a cover story of the School of Public Health’s magazine and were honored at a celebratory dinner.

Two of those heroes are Elroy and Cleo Christopher. After realizing their neighborhood lacked safe and engaging activities for families along with other needs, Elroy and Cleo founded and launched the Covenant Community Association to cultivate a family atmosphere and provide fun opportunities for youth. The Community Association has provided those in the neighborhood with summer camps, afterschool programs, a neighborhood food pantry, and much more!



“We didn’t create the problems, but if we ignore them, then we become part of the problem.”

— ELROY CHRISTOPHER

7. Supporting the JHU Academic Mission

Course Development

Lectures on Public Health and Well-Being in Baltimore (Faculty: Phil Leaf)

This undergraduate course is an introduction to urban health, with Baltimore as a case study, and focuses on well-being, nutrition, education, violence, and city-wide geographic variations. Students have an opportunity to take the companion seminar, which revolves around student projects that can impact the health and well-being in Baltimore.

Urban Health and Development (Faculty: Robert Blum)

This course is intended to provide graduate students with an understanding of the major challenges and opportunities faced by today's cities. Specifically, it focuses on poor and disadvantaged sectors of the urban landscape exploring issues of: place and health, toxic stress and ACEs, violence and incarceration, educational disadvantage, housing and redlining. First offered in 2017 it replaced a course developed and offered in the School of Public Health through the UHI from 2006 through 2015.

Developing an Urban Health Certificate

At the recommendation of the UHI Advisory Board, plans are currently under way to establish a cross-university certificate for graduate students in Urban Health and Development. Currently, units that are engaged in planning the certificate include: School of Public Health (Departments of Population, Family and Reproductive Health and Health Policy and Management), School of Education, Carey Business School, and Arts and Sciences (Department of Sociology). It is anticipated that the plan will be submitted to the appropriate units for approval in Winter 2019, with the certificate to be offered in the following academic year.

President's Recognition Award

The purpose of the President's Research Recognition Award is to acknowledge Johns Hopkins faculty whose research is improving the health and well-being of the City of Baltimore, and to further encourage community-based research across the University. The \$5000 award was given in each of two categories—junior and senior—to academic faculty involved in collaborative community-based research that has improved the health and well-being of the City of Baltimore. Nominees for *junior faculty award* had less than 10 years from completion of post-doctoral training. *The senior faculty award*, for faculty with 10 years or more in a faculty academic appointment at Johns Hopkins University is intended to honor those with a long and distinguished track-record of research that are being used to improve the health and well-being of the City of Baltimore.

YEAR	AWARD RECIPIENTS
2012	Ebony Boulware/Deidra Crews, School of Medicine Steve Plank, School of Education
2014	Joel Gittelsohn, Bloomberg School of Public Health Kathleen Page, School of Medicine
2016	Michelle Eakin, School of Medicine Susan Sherman, Bloomberg School of Public Health

Baltimore Researchers Colloquium

The UHI hosts, on a bi-annual basis, a city-wide research colloquium that is intended to bring together students and faculty from across colleges and universities in Baltimore to highlight existing research which focuses on our city. The program includes both oral and poster presentations.

JHI Entities Engaged with Baltimore

Over the past decade there has been substantial growth in Hopkins-based entities committed to working in and with Baltimore communities. There are a number of issue specific centers focused on major social, educational and public health concerns but in addition there are now six groups with interlocking and complementary focal areas. The table below shows the primary focus of each group and how the UHI relates to each.

LINKAGES ACROSS JHI ENTITIES THAT HAVE BALTIMORE AS A CENTRAL PRIORITY

ORGANIZATION	PRIMARY FOCUS/MISSION	PRIMARY/CORE ACTIVITIES	INTERRELATIONSHIPS
SOURCE (Student Outreach Resource Center)	Focus: Baltimore Community engagement and service learning for graduate students from the Schools of Medicine, Nursing, and Public Health	<ul style="list-style-type: none"> Facilitating partnerships between students and community-based organizations Run service learning faculty fellows program 	<ul style="list-style-type: none"> SOURCE director serves on the UHI's CUCC
Bloomberg American Health Initiative	Focus: Nationally <ul style="list-style-type: none"> Addiction & Overdose Environmental Challenges Obesity & The Food System Risks to Adolescent Health Violence 	<ul style="list-style-type: none"> Masters and doctoral support in 5 core areas Awareness raising through lectures and seminars Research sponsorship Fostering publications Project support in 5 core areas 	<ul style="list-style-type: none"> BAHI associate director serves on the UHI's CUCC Collaboration on UHI Small Grants Program Partnership on the Homeless Youth Initiative
The Brancati Center for the Advancement of Community Care	Focus: Baltimore <ul style="list-style-type: none"> Develop new models of health care with community organizations Clinical research and services Education 	<ul style="list-style-type: none"> Research: diabetes, smoking, alcohol use, and nutrition Services: community health screenings, diabetes prevention Education: medical resident education, high school students interested in health careers 	<p>Current discussions:</p> <ul style="list-style-type: none"> Partnerships on 2019-20 Baltimore Researchers Dinners Three-way collaboration with ICTR to establish mini-medical school lecture series on priority issues for East Baltimore Community
21st Century Cities Initiative	Focus: National <ul style="list-style-type: none"> Major cities across the United States Housing Social cohesion Healthy neighborhoods 	<ul style="list-style-type: none"> Seed grants to JHU faculty for research National conferences of civic leaders on urban issues Visiting lecturer series (Homewood campus) 	<ul style="list-style-type: none"> 21st CC program director serves on UHI's CUCC (through 10/2018) Co-sponsorship of Baltimore Researchers Dinners
Government and Community Affairs	Focus: Baltimore and State of Maryland To represent JHI in the Baltimore and Maryland Communities	<ul style="list-style-type: none"> Support community programs Manage government relations Prepare community impact report/ community-engagement survey 	<p>Director of Community Relations of the Johns Hopkins Bayview Medical Center serves as a co-chair of UHI's CUCC</p>
Center for Social Concern	Focus: Homewood campus and surrounding neighborhoods The Center offers students the opportunity to connect and become more involved with organizations in our Baltimore community.	<ul style="list-style-type: none"> Oversees the JHU Tutorial Project, for Baltimore area elementary school students Oversees the Community Impact Internships Program each summer Provides seed money for individual students who wish to coordinate community-based programming in Baltimore Administers a community-based Federal Work Study program 	<p>Staff shares UHI activities with undergraduates; particularly small grants program</p>
Urban Health Institute	Focus: Baltimore, with special focus on East Baltimore To serve as a bridge between Johns Hopkins and the East Baltimore community, with a goal to strengthen and support community-university collaborations to improve the health and well-being of Baltimore city residents	<ul style="list-style-type: none"> Serve as a bridge between JHI and Baltimore communities Facilitate and honor collaborations between JHI and Baltimore communities Strengthen the capacity of community-based organizations Establish programs to improve the health and well-being of Baltimore city 	<ul style="list-style-type: none"> UHI program director serves on the SOURCE Board UHI Director and Program Director serve on 21st CC Steering Committee

8. Creating a New Relationship Between Baltimore and Johns Hopkins

What we have just reviewed are the programs and projects that make up the activities of the UHI, but as so many people noted who were involved in providing feedback to and assessment of our work, there is another less tangible, but equally important, aspect of what we do.

Specifically, we model a way of not only honoring the Baltimore communities with which Hopkins Institutions interact, but we develop relationships that are respectful where our community partners are viewed as partners with as much to contribute to the relations with JHI as they have to gain.

Likewise, reflecting back on the development of the Henderson Hopkins School and its early child development center, Congressman Elijah Cummings' spokesperson, Trudy Perkins, remarked, “[The] UHI played a major role in ensuring the East Baltimore community actively participated in the East Baltimore Development Initiative—including input for the community school.” A similar sentiment was voiced regarding community research, “[The UHI has worked] to establish the importance of community research that is done WITH the community instead of ON the community. Developing infrastructure for research-community partnerships.” Another community colleague, Bishop Douglas Miles, also commented on research bridge-building of the UHI, “Making available to the community and its organizations means of partnering with Hopkins researchers.”

“I believe that the UHI... facilitated active transparency, commitment, and programming in all of the programs, meetings, listening sessions that was noteworthy through innovative insight that mobilized greater visibility internally and externally to build active connected bridges”.

— REV. DEBRA HICKMAN, STAR

“[The UHI] created a mantra that called for utmost respect always to be given to community needs, interests, concerns and suggestions.”

— ED ROULHAC, FORMER VICE PROVOST, JOHNS HOPKINS UNIVERSITY



UHI's Community Health Initiative's Asset Mapping Data Collectors



Students participating in a workshop at UHI's Youth Symposium

A few community partners emphasized the bridging function of the UHI as especially notable. Rev. Debra Hickman said, *“The UHI met the goal of serving as a bridge between JHU and the communities of Baltimore as stated above by informing, engaging, listening, and responding internally and externally, weaving timely the goals of the University and the concerns and needs of the communities. This masterful process created collaboration, job opportunities, healing and reconciliation.”* Another community member stated, *“[Notable was the UHI] convening diverse people to foster communication and networking across academia and community groups.”* And a third, Ralph Moore, said: *“The UHI served as a very positive face of Hopkins institutions in the community. UHI listened and learned to respond and react to community needs in East Baltimore. ...The efforts to engage the community in so many ways (The Brown Fellowship and the Bunting Neighborhood Leadership Program) have increased trust and encouraged involvement.”*

Some also indicated that they had hoped that the UHI could have done more direct community work but realized that resource and personnel constraints precluded it. So, for example, from a colleague at the Baltimore City Health Department we heard, *“I believe this shortcoming [greater community involvement] is reflected in the lack of funding provided to UHI by the university, which limits UHI's ability to achieve its goals. UHI's major shortcoming is insufficient funding.”*

“UHI has played a primary role in elevating important community conversations in Baltimore and the country regarding health security, health disparities, and trauma. Additionally, UHI is the vehicle to bridge the gap of trust between Hopkins and the neighborhood by creating avenues for healthy direct conversation and listening to neighbors for community-based solutions. Healing happens through relationships. UHI has begun building meaningful community relationships.”

— PASTOR GARY DITTMAN, AMAZING GRACE LUTHERAN CHURCH

9. Vision for the Future



The process of re-visioning the UHI began with a charge from Provost Kumar in the spring of 2017 when he raised a series of questions that included:

- a. Whether the name, Urban Health Institute, still captures our work;
- b. Whether the goals and objectives continue unchanged;
- c. Whether we should more sharply focus our work in East Baltimore in alignment with the Schools of Public Health, Nursing, and Medicine.

The process of establishing priorities began with two initial discussions between the UHI leadership team and a subsequent detailed review of UHI activities and JHI priorities. A SWOT analysis was initiated first by the leadership team and then with the Community University Coordinating Council at a retreat.

Subsequently a meeting was held with a diverse group of community and Hopkins leaders including, Tina Cheng, Professor and Chair of the Department of Pediatrics and Robert Embry, President of the Abell Foundation. What follows is a summary from that process and an articulation of the implications for the future.

The mission of the UHI is to strengthen and support university-community collaborations to improve the health and well-being of Baltimore city residents. There is strong consensus that our mission statement does capture our vision. One point of significant discussion related to the East Baltimore focus of the UHI. While some of our work has been more city-wide, there was affirmation that we should retain and strengthen our primary focus on East Baltimore (inclusive of the Bayview/Latino community).

Additionally, there was reaffirmation that the central role of the UHI is to serve as a bridge builder, and likewise, there was strong consensus that we should not become a single issue Institute. As was noted by one of the Hopkins leadership “The University is replete with numerous institutes on nearly every issue. The unique niche of the UHI is that it bridges Hopkins with our communities.”

It has also been noted that while we do numerous “bridge building” activities with community partners, such as City Schools and the Mayor’s Office, often those activities are not branded as Urban Health Institute collaborations and as such tends to be a lack of awareness at times of our contributions.

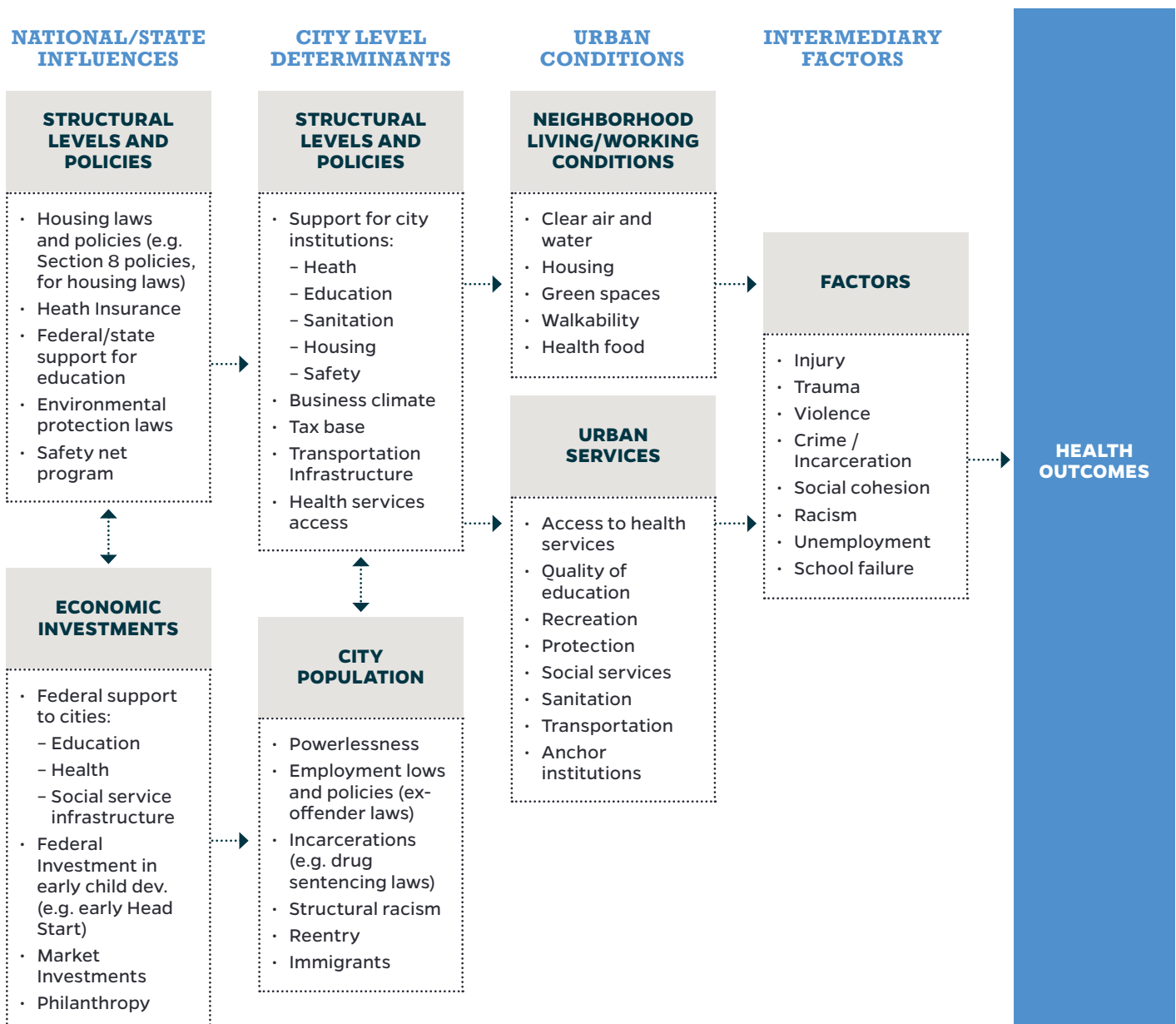
Do our objectives capture our work? The consensus that with modifications, it does. The suggested modifications are ones of emphasis:

- The UHI needs to clearly articulate that our primary focus is on the social determinants of health in Baltimore;
- We need to strengthen our focus on human resource development and capacity building;
- We need to strengthen the monitoring and evaluation of all our work;
- And the UHI should strengthen the academic offerings and opportunities within UHI as well as the community capacity building.

Does our name—Urban Health Institute—capture who we are and what we do?

There was strong affirmation that the Urban Health Institute is the correct name and does reflect our mission and our work. We have a broad conceptualization of health that is focused on social determinants. A recommendation was made that the UHI needs to have an explicit conceptual framework for Urban Health (see figure below).

A CONCEPTUAL MODEL FOR URBAN HEALTH



Should there be a specific age-focus or population orientation?

The consensus is that we should retain our primary focus on children, youth, and families but we should also be inclusive of other vulnerable populations. An example given was the city-wide colorectal cancer screening program done in collaboration with the Department of Epidemiology in the School of Public Health and the Kimmel Cancer Center in the School of Medicine.

Should we continue to do what the UHI has been doing over the past few years? Change directions, or expand?

Both the CUCC and Community Leadership felt strongly that there are a core set of activities that have defined the Urban Health Institute — e.g. the Social Determinants of Health Symposia, the Community Capacity-Building Workshops, and Baltimore dialogues — and these should be retained. But we also need to build on what we have done, strengthen our core, and innovate to meet the evolving needs of Baltimore.

Specific Programmatic Recommendations include:

- a. *The small grants program:* The recommendation is to open applications to non-Johns Hopkins University and community partnerships. There needs to be a clear expectation that research grants generate a manuscript for publication; and there is a need to track short and medium long-term outcomes resultant from these supports. We should explore co-funding possibilities with local granting agencies.
- b. *The Community Capacity-Building Workshops:* Should be continued with the core offerings including grant writing, program evaluation, and financial management. We should expand workshop offerings by one workshop per year based on feedback from previous workshops attendees.
- c. *Bunting Neighborhood Leadership Program:* There is need to expand beyond the current geography of the five historic zip codes of East Baltimore and the current size of six fellows. The goal should be to have 12 fellows per year.
- d. *The Social Determinants of Health Symposia:* There is strong consensus that these should be continued with a focus on concrete solutions for problems faced by Baltimore. There was also a recommendation that an annual Social Determinants of Health Symposium be established for, and with, high school students in Baltimore. This recommendation was operationalized for the first time in May 2018 with over 200 high school students in attendance.
- e. *Baltimore Dialogues and Baltimore Researchers Dinners:* The recommendation was to continue to offer each program quarterly, and likewise, to link these discussions with the Social Determinants of Health Symposium.
- f. *The Henrietta Lacks Memorial Award:* The recommendation is to continue to offer this annually with an expanded review committee and nomination base. The number of organizations nominated has increased steadily and in 2018 there were 23 nominations for the award.
- g. *Community-Driven Research Day:* The recommendation is to continue to offer this annually and to link the small grants awards with community agency and organization priorities.

Two activities were recommended for discontinuation, one of which is the President's Award for Hopkins faculty research that improves the health and well-being of Baltimore. The rationale is that there have been few nominations for this award previously.

Likewise, there was a recommendation to discontinue the Quarterly Speaker Series since, while it was initially envisioned to bridge the East Baltimore with the Homewood campuses, there has never been uptake of this speaker series on the Homewood campus and the organizational demand is substantial.

10. Summary and Recommendations

There were a few issues that were highlighted through the re-visioning process:

- a. JHI has not used the Urban Health Institute and the Community University Coordinating Council to the extent it could. Specifically, the CUCC is comprised of 30 individuals — half of whom are Hopkins leaders and the other half community leaders in Baltimore — and this could provide an extraordinary opportunity and forum for presenting ideas and discussing issues.
- b. The UHI needs to better tell its stories and its community contributions with attention to assuring that the supports we provide are identified with the Urban Health Institute.
- c. With the search for a new Director of the Urban Health Institute there is an opportunity to rethink both internal and external roles. In so doing, careful attention needs to be paid to community engagement since that is one of the unique strengths of the UHI.
- d. When searching for the next Urban Health Institute Director the following recommendations have been made by the CUCC. Specifically, the individual needs to ...
 - Have credibility both within JHI and the Baltimore communities;
 - Understand and have experience working in and with Baltimore communities;
 - Be interpersonally skillful to meet the demands and, at times, competing priorities of various constituencies;
 - Demonstrate the ability to promote engagement;
 - Have the ability to represent the Urban Health Institute and Baltimore community priorities at key discussions both within JHI and to the city.



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