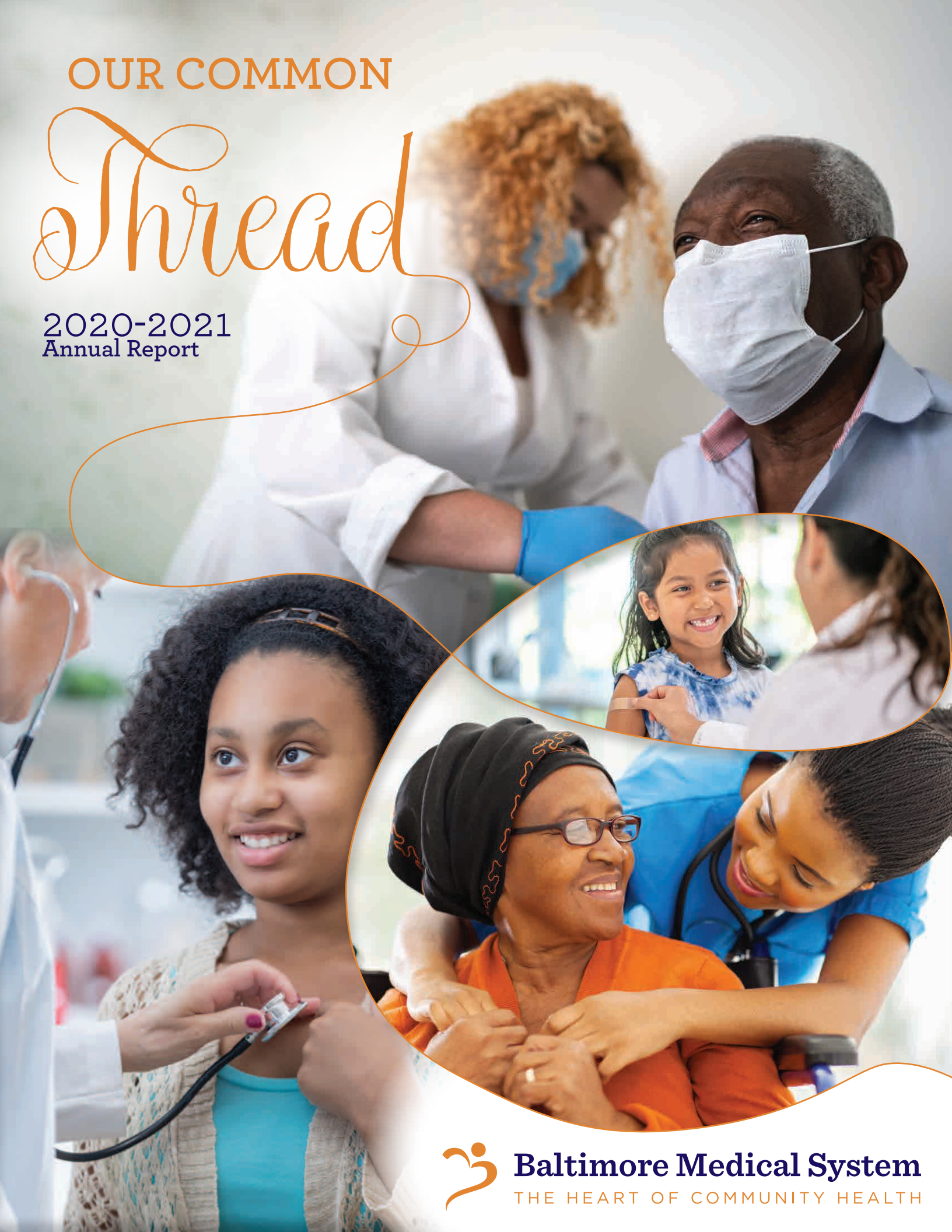


OUR COMMON

Thread

2020-2021
Annual Report



Baltimore Medical System

THE HEART OF COMMUNITY HEALTH



Mission

We are deeply committed to improving health, wellness, and the quality of life in the communities we serve by providing safe, high quality, accessible, and affordable healthcare.

Vision

In the communities we serve, Baltimore Medical System will be the provider of choice for our patients, employer of choice for our committed staff, and partner of choice for public and private initiatives.

Values

We believe in delivering healthcare that is quality-driven, compassionate, confidential, and cost-effective.





A Message From

Our CEO

Every day, I am reminded that we are all connected by a common thread: our community. When one person's health unravels, our community grows weaker. And yet when one person decides to make a difference, our entire community grows infinitely richer.

At the heart of Baltimore Medical System (BMS) is a team of committed healthcare professionals, board members, volunteers, and patients connected by our mission to create a stronger Baltimore. When the COVID-19 pandemic struck, we answered the call together, responding with new innovations in telehealth and mobile testing for the sake of our community.

But innovation and partnership have always been essential to BMS's success. Our three-year Strategic Plan included a redesign of our care model, as well as expanded behavioral health, substance use disorder, and chronic disease management services, to support total patient care. When transportation was determined to be a top barrier to care for our patients, we joined forces with Uber Health to provide round-trip rides for those in need. And, most recently, we forged an FQHC partnership with Johns Hopkins Medicine to welcome the East Baltimore Medical Center into the BMS health center network.

Now we are looking to form a new kind of partnership: one with every member of our community. This year, we are launching our first-ever community-wide giving initiative, the Heartstrings Fund, to ensure that we can continue to deliver more than \$3.8 million in annual uncompensated care to our most vulnerable patients. My hope is that individuals and businesses across Baltimore will understand how truly connected we all are and will support this vital effort.

The BMS road to full recovery won't stop there. We will also focus on reducing staff burnout, enhancing staff and patient safety, and boosting patient engagement and quality outcomes. Together, we will confront barriers, develop strategies, and provide the best quality care to all patients. Because at BMS we understand that we are all connected by a common thread—and that all lives have always mattered.

Be well and stay safe,

Shirley Sutton
President & CEO
Baltimore Medical System

Joining Forces to Fight COVID-19

When a global pandemic threatened everything, BMS's healthcare heroes stepped up to the challenge.

Like healthcare providers everywhere, Baltimore Medical System (BMS) faced an unprecedented challenge when the COVID-19 pandemic hit: how do we safely continue to care for our community while confronting an unknown, complex virus and a severe shortage of protective supplies and equipment for staff and patients?

Embracing Technology

Because of the virus, many patients were too frightened to visit a BMS health center, which caused a significant drop-off in care. During the first weeks of March 2020, our health centers experienced a 50 percent decrease in patient visits. But BMS had fortune on its side: as part of our organization's commitment to innovation, Arlene Tyler, M.D., a BMS pediatrician and medical director of BMS' School-based Health Centers, had already been developing a telehealth program for use in schools.

Faced with the urgency of the pandemic, BMS ramped up this initial model, expanding it into a center-wide telehealth solution and training providers on how to serve patients remotely. Telehealth visits during the height of the pandemic accounted for 70 to 80 percent of all BMS visits. Even now, we continue to educate patients on the benefits of telehealth as a way to overcome transportation challenges and reduce interruption in care.

Safely Caring for the Sick

Because many conditions still require an in-person appointment, BMS health centers implemented risk mitigation procedures and new workflows based on CDC guidelines to keep patients and staff safe. Protocols were developed to separate patients seen for COVID symptoms from those completing well visits. Throughout the pandemic, BMS staff triaged, diagnosed, and treated patients—a vital service that prevented our community's emergency rooms from becoming overwhelmed. By the end of 2020, BMS center and telehealth visits were equally divided.

Providing Testing & Education

BMS provided free COVID testing at three locations including our administration building, East Baltimore Medical Center, and in partnership with Stillmeadow Community Fellowship. From July 2020 to April 2021, more than 3,500 tests were administered—no appointment necessary. We also initiated a patient newsletter providing up-to-date information on COVID safety, COVID testing, our complimentary transportation initiative with Uber Health, and the importance of managing chronic conditions during the pandemic.

Rolling Out the Vaccine

In January 2021, BMS launched a COVID vaccination plan to make the vaccine as accessible as possible to our community. By June 2021, 63 percent of BMS staff had been fully vaccinated, and 40 percent of BMS patients had received at least one dose of the vaccine. From there, BMS expanded its efforts community-wide, setting up vaccine clinics at walk-up sites around the city and rolling out a communications campaign to dispel myths about the vaccine and boost inoculation rates.

Remaining Accountable

As we anticipate what lies ahead in the coming months, our focus remains on the physical and mental health of our patient community and their access to care. "The pandemic challenged us to act quickly, and we are proud of our response efforts to ensure our patients had access to care," says Ursula McClymont, M.D., chief medical officer of BMS. "But there is still much work to do as part of our community's recovery, and we are prepared to lead the way."



Do Your Part and Get Vaccinated

Visit BMSI.org/COVID-19-Vaccine to learn more about the COVID-19 vaccine and to find a community vaccination clinic near you.



Connecting Our Patients

to The Very Best Care

By delivering the right healthcare, in the right place, at the right time, BMS helps patients like Carine and Delores live their best lives.



Carine's Story:

Finding a Healthcare Provider That Inspires You

As a registered nurse at MedStar Union Memorial Hospital, Carine Yamonche is extremely savvy when it comes to healthcare. That's why she's trusted Baltimore Medical System (BMS) to care for her family's health for more than 15 years.

"I have four children and my youngest son has asthma, so I know I can rely on BMS to provide the specialized care we need," she says. "It also gives me peace of mind that I can schedule a same-day appointment at one of the BMS centers."

Carine currently lives in Essex but was born in West Africa. BMS's dedication to embracing patients from all backgrounds was another reason why she chose to come here. "My native language is actually French," she shares. "It means a lot to me that BMS offers services to patients who are not English-speaking."

Beyond sick visits and specialized care, BMS has inspired Carine to take preventive steps toward a healthier lifestyle. With guidance from her provider, she has embraced trying new recipes and going on more walks with her family, especially during the COVID-19 pandemic.

Now Carine is giving back to the community that has cared for her and her family. In February 2020, she joined the BMS Board of Trustees, volunteering her time and healthcare expertise to strategically guide BMS in its mission as the heart of community health. As it turns out, the experience has been mutually rewarding. "Even though I'm a nurse, I'm always learning something new at our board meetings," she explains. "I take what I've learned and use it to help my community."

"I know I can rely on"
BMS to provide the
specialized care we need.

Carine Yamonche

“ My favorite part is learning about new recipes and trying different vegetables ”

Delores Graves



Delores's Story:

The Power To Take Control of Your Health

“I live around the corner from Saint Agnes,” shares Delores Graves, a BMS Saint Agnes patient since 2008. “I rely on family members and public transportation to get to most places, so it’s very nice to have my doctor so close by.”

But having easy access to quality healthcare is about more than convenience. It’s given Delores the power to take control of her health. With the help of her providers, she has lost more than 50 pounds, successfully maintains a normal range with her diabetes, and has significantly improved her overall health. Delores also has arthritis, so her weight loss has allowed her to be more active.

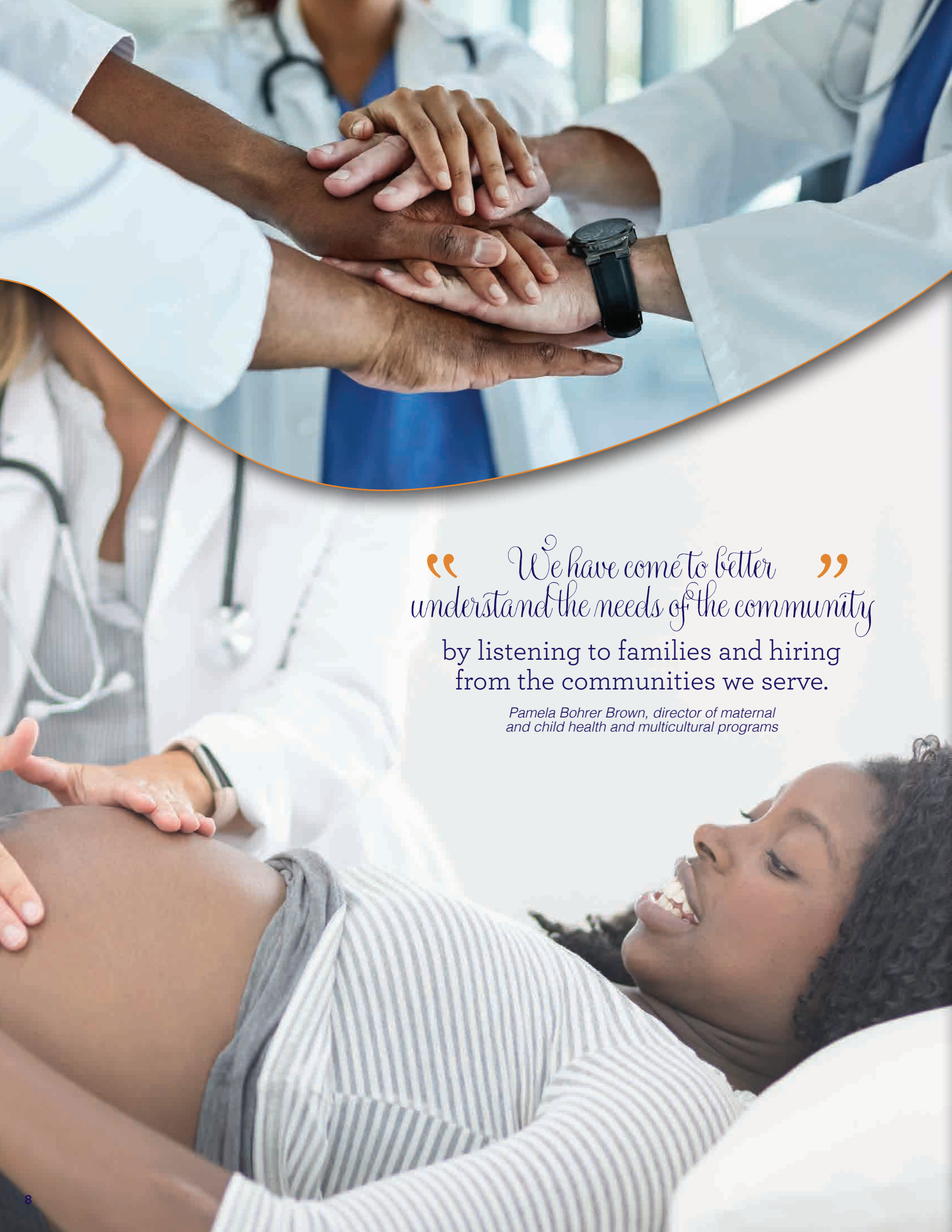
In addition to regular check-ins with her providers, Delores enjoys participating in the vast amount of programs and services that BMS provides—including educational seminars about healthy eating. “My favorite part is learning about new recipes and trying different vegetables,” she adds.

As Delores has transformed her health, she feels compelled to pay it forward. She is active in her church, where she shares her wellness journey with fellow church members in hopes they’ll prioritize their health, too. She also serves on the BMS Patient Advisory Committee, a circle of fellow patients that meets quarterly to provide feedback and ideas to BMS leadership from the patient’s perspective. “I like sharing what I’ve learned to help others,” she says. “And I enjoy sharing the mission of BMS with my community.”



See What BMS Can Do for You

Visit BMSI.org/For-Patients to see how we can help you live a healthier, happier life.



“ We have come to better understand the needs of the community by listening to families and hiring from the communities we serve. ”

Pamela Bohrer Brown, director of maternal and child health and multicultural programs

The Power of Community Partnership

See how BMS works in collaboration with community partners to form a healthier Baltimore for all.

An abundance of possibilities can occur when healthcare leaders come together to ensure the wellbeing of the community. At Baltimore Medical System (BMS), we are crafting valuable partnerships that not only broaden our services but help us reach the people who need us most.

The Power to Ensure a Better Future—Right from the Start

The framework for a healthier community starts with instilling the importance of prenatal care at the earliest stage of life. BMS is the lead agency in East Baltimore for B'more for Healthy Babies, the city-wide initiative to reduce infant mortality. BMS works with the Baltimore City Health Department and the Family League of Baltimore City, along with many other partners, to reduce the infant mortality rate through education, community outreach, and direct service to families.

"Between 2002 and 2006, the Patterson Park North and East neighborhoods were looking at 12.7 infant deaths per 1,000 births before children were reaching their first birthday," states Pamela Bohrer Brown, director of maternal and child health and multicultural programs for BMS. "Since the beginning of B'more for Healthy Babies, we have reduced that number from 12.7 to 4.8." With Moms Clubs, prenatal support programs and more, BMS and B'more for Healthy Babies' partners provide intentional services that encourage families to seek care when they need it. "We know the people we serve on a personal level," says Bohrer Brown. "We have come to better understand the needs of the community by listening to families and hiring from the communities we serve."

The Power to Deliver a Full Scope of Health Services in Schools

In partnership with the Baltimore City Public Schools system, the Baltimore City Health Department, school staff, families, and their primary care providers, BMS offers School-based Health Centers at eight city schools. At the Centers, students can receive a wide-range of care before, after, and between classes—including physicals, nutrition counseling, sexual health counseling, substance abuse screenings, and more.

"These Centers create a sense of trust between medical professionals and children," explains Arlene Tyler, M.D., medical director of BMS' School-based Health Centers. "The school offers

their space, and we provide a safe environment for students to receive care—with no reason to delay."

With the COVID-19 shutdown, the Centers even began offering telehealth access to keep students engaged in their healthcare. "Because of the pandemic, our priorities have changed," says Dr. Tyler. "We're focusing now on getting kids safely back into school, getting their vaccines up to date, and getting their mental health stabilized."

The Power to Create Healthier Relationships with Medical Facilities

Our collaborative work with the Maryland Department of Health and hospitals such as Johns Hopkins Hospital, Johns Hopkins Bayview Medical Center, Medstar Franklin Square Medical Center, and Ascension Saint Agnes Hospital has allowed us to create a continuum of care for patients—one that is more seamless and more comprehensive than any of us could achieve alone.

"BMS works as a team with our community hospitals through a care coordination agreement," explains Shirley Sutton, president and CEO of BMS. "We're the patients' medical home, the hospital handles the acute care services, and the Department of Health helps to bring the integrated care into the community." Through these partnerships, patients have everything they need to maintain their health, from follow-up appointments to home healthcare services to constant communication with care managers from the hospitals and BMS.

In June 2020, with support from Johns Hopkins Medicine, the East Baltimore Medical Center transitioned to a Federally Qualified Health Center under BMS—enhancing services and health education for over 20,000 patients. "These unique relationships offer the opportunity to expand BMS' footprint in East Baltimore and the surrounding communities," explains Sutton. "This creates a healthier community now and for many years to come."



We Can't Make Powerful Change Alone

Go to BMSI.org/Our-Partners to learn more about the contributors who make it possible for us to provide healthcare with dignity.

Uniting Together

to Support Healthcare With Dignity

BMS launches the Heartstrings Fund: a NEW community-wide fundraising program

Throughout our history, Baltimore Medical System (BMS) has relied on generous grants and fundraising events to care for our community. But there are so many people in Baltimore that need the life-changing access to care that BMS provides. We can and should do more—and the Heartstrings Fund is our answer.

Launching in 2021, the Heartstrings Fund is BMS's first-ever, year-round philanthropic giving program. It is built on the belief that everyone deserves healthcare with dignity—the kind of healthcare that BMS is committed to delivering. We are looking to all corners of our community—residents, businesses, healthcare partners, and more—to join this mission. Donors can give at any time and as often as they want, and the funds will be used wherever they are needed most across our continuum of community healthcare.

Through donor support of the Heartstrings Fund, here are seven ways that BMS will deliver on the promise of healthcare with dignity to every patient who walks through our door.

Healthcare That's Easy to Access: We have six convenient locations throughout Greater Baltimore all located next to major bus stops. Each center is a comprehensive healthcare “home” where families can get all the services they need, from pediatrics to lab work, in one stop.

Healthcare Beyond the Appointment: To transform a patient's life, healthcare must think outside the exam room. Our Community Health Workers help patients overcome barriers to good health, visit at-risk patients in their homes and help them follow their treatment plans.

Healthcare That's Trauma Informed: Working on the frontlines of Baltimore's most underserved communities, we see the impact of trauma—one of the leading causes of mental illness—every day. It is why we have integrated behavioral health into every patient's care team, our programs, and our School-Based Health Centers.

Healthcare with Cultural Understanding: Our immigrant and Refugee Program welcomes more than 15,000 non-English speaking patients from over 60 countries each year offering on-site interpreters in 14 languages including American Sign Language, as well as phone interpreters in 200+ languages.

Healthcare that Supports Working Families: Too many families are forced to choose between going to work and taking their child to the doctor. Our School-Based Health Centers bring comprehensive care directly to more than 4,500 students at eight city schools every year helping young people realize their potential.

Healthcare That Stops the Cycle: Through innovative early intervention programs, like B'More for Healthy Babies for expectant and new moms and addiction screenings for every patient starting at age 11, we are working to end the root causes of violence, poverty, addiction, and trauma in our community.

Healthcare That Innovates: Caring for our city's more vulnerable citizens requires us to stay nimble and creative. In 2020 we filled the gaps in our community health system with three COVID-19 testing sites, a school-based obesity intervention pilot program, an Uber Health partnership to provide patients with transportation, and more.



Give the Gift of Healthcare With Dignity Now

Go to BMSI.org/Heartstrings to make a gift—or set up an automatic monthly donation—to the Heartstrings Fund.

“ We are a true safety net. ”

We care for those that others turn away.

Ursula McClymont, M.D., Chief Medical Officer



Our Shared Gratitude:

Thank You to Our Donors & Sponsors

The patients, staff, and board of trustees for Baltimore Medical System (BMS) wish to thank the following individuals and businesses who have supported our mission from January 1, 2018 to December 31, 2020. You make better health—and a better life—possible for every patient who walks through our doors.

330 Partners	Kiarra Edwards	Nicole Liu	Leslie Phillips
Nan Abellanosa	Family League of Baltimore, Inc.	Judi Lockett	Bonnie Phipps
Abell Foundation	John Faraowe	Zachary Lockett	Pivot Physical Therapy
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Department	Greater Baden Medical	Education	RSM US LLP
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Alyssa Deiter	Michele Lagana	Mary Ellen Otter	Scarlett Watson
Clara DelGallo	Leap Orbit	Warren Pace	W.B. Mason
Christopher DeMarco	Anne Lee	Park West Health System	Angela Young

What Our Donors Made Possible in 2020

55,463 PATIENTS SERVED
ACROSS THE GREATER BALTIMORE COMMUNITY



59,430
IN-CLINIC VISITS



140,975
TELEHEALTH VISITS



8 COMMUNITY
HEALTH CENTERS



8 SCHOOL-BASED
HEALTH CENTERS



3 PHARMACY
LOCATIONS



3 FREE COVID
TESTING LOCATIONS



80 providers

INCLUDING DOCTORS, NURSES, MIDWIVES, AND SOCIAL WORKERS



Make A Gift Today

Visit BMSI.org/Donate to make a donation online
or to explore all the ways you can support the
BMS mission.

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Closing Thoughts

from the Board Chair

Each year, the clinical and community partnerships that have developed throughout the Greater Baltimore region—in particular with the low-income, underserved communities—have continued to grow. And Baltimore Medical System (BMS) has been a leader throughout it all, playing a pivotal role in expanding and delivering crucial, comprehensive healthcare services where they are needed most.

As Director of Community Health at Saint Agnes Healthcare and through my role at BMS, I have witnessed the undeniable benefit of these partnerships as we work collaboratively to better the overall health and wellness of every person in our communities.

COVID-19 was a stark reminder to us all about the power of partnership. During this time, BMS and its partners forged ahead and came together like never before to deliver safe, high quality care without interruption—including the introduction of virtual health visits, community-based COVID-19 testing sites, and distributing COVID care kits to mitigate the spread in our communities.

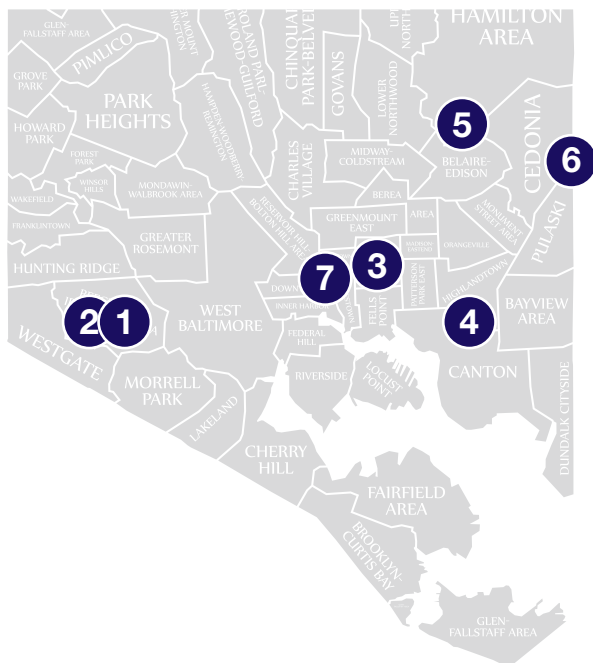
The trusted and dedicated healthcare professionals at BMS modeled exemplary healthcare services during some of the most uncertain times in our history, solidifying the national quality leadership honor BMS was awarded two years in a row.

As we look ahead, BMS and its community partners are ready to take healthcare to the next level and advance the shared vision of a stronger Baltimore for us all. But they cannot do it alone. I hope you will join me in supporting their new philanthropic initiative, the Heartstrings Fund, which will allow BMS to get life-changing healthcare to even more community members in need. Because we are all connected by our love for Baltimore—and BMS is truly the heart of our community's health.

Best,

Allison MacKenzie
Board Chair, Baltimore Medical System
Director of Community Health, Saint Agnes Healthcare

Our Centers Locations



- 1 Saint Agnes**
900 S. Caton Avenue | Parking Lot B
Baltimore, MD 21229
- 2 Pine Heights**
1001 Pine Heights Avenue | Suite 100
Baltimore, MD 21229
- 3 East Baltimore Medical Center**
1000 E. Eager Street | Baltimore, MD 21202
- 4 Highlandtown**
3700 Fleet Street | Suite 200
Baltimore, MD 21224
- 5 Belair-Edison**
3120 Erdman Avenue | Baltimore, MD 21213
- 6 Middlesex**
1245 Eastern Boulevard | Baltimore, MD 21221
- 7 AbsoluteCare Inc.**
1040 Park Avenue | Baltimore, MD 21201
- 8 AbsoluteCare of MD2, LLC**
Located in Prince George's County

Our Services



Internal Medicine

Our physicians specialize in the promotion of wellness, in addition to the prevention, diagnosis, and treatment of diseases.



Family Practice

We are invested in providing quality healthcare for the entire family.



Pediatric Care

Our board-certified pediatricians provide comprehensive primary care services to children of all ages.



OB/GYN

We provide exceptional care for women, expecting mothers, and their babies.



Behavioral Health

We treat patients experiencing behavioral health and substance abuse concerns. We provide addiction counseling and medication-assisted treatment in a safe, compassionate environment.



On-site Pharmacy

We have pharmacies located in three of our health centers. We pride ourselves on our ability to fill prescriptions quickly and at a very low cost.



Same Day Appointments

Immediate care provides access for urgent medical needs, such as fever, upset stomach, diabetic check, and asthma.



Interpretation Services

To better serve our diverse patient base, we provide interpreter services and refugee health screenings.

Our Programs

Cancer Screening

Care Connect Extended Hours

Population Health and Community Health Workers

Care Management

HIV and HCV Screening

International and Refugee Screenings

Nurse Family Partnership

School-based Health Centers

B'more for Healthy Babies



Benefiting Baltimore Medical System

By delivering healthcare with dignity, Baltimore Medical System helps patients in need become stakeholders in their own healthcare. This leads to better health outcomes—and opens them up to greater employment and educational opportunities, financial security, and family stability. We invite you to join our mission by making a gift to our Heartstrings Fund. By making a gift—or creating an automatic monthly donation—you ensure that we can continue to provide more than \$3.8 million in uncompensated care to our patients in need, with dignity and without interruption.

Every Gift You Make Can Change a Life



\$40 provides translation services to help a refugee family get on the path to health and stability.



\$100 provides transportation for a recovering substance abuse patient, so that they don't have to miss their weekly counseling sessions.



\$250 provides school-based healthcare for a student so that their parents don't have to choose between lost wages and taking their child to the doctor.



\$500 provides a baby shower for an at-risk expectant mother, giving her the tools and confidence she needs to give her child the very best start.

[Join Our Giving Program Now > BMSI.org/Heartstrings](https://www.bmsi.org/Heartstrings)

Ways to Support

the future health and well being of Baltimore residents through your support of BMS:



Workplace Giving

Maryland Charity Campaign: 521358241
Combined Federal Campaign: 23750
Combined Charity Campaign: 23750



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Some employers will match your gift amount, doubling the total donation. Ask your human resources or benefits manager.



Online

[www.BMSI.org/Donate](https://www.bmsi.org/Donate)



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Attn: Development
3501 Sinclair Lane
Baltimore, MD 21213



Baltimore Medical System

THE HEART OF COMMUNITY HEALTH