

Kennedy Krieger Institute

# 2025 Community Health Needs Assessment





June 30, 2025

Dear Maryland Community,

Many things have changed since the signing of the Affordable Care Act in 2010, which initiated the requirement for hospitals to engage in completing a Community Health Needs Assessment (CHNA). In 2013, Kennedy Krieger posted our first CHNA. This report was done in collaboration with many contingents at the local, state, and community levels. Healthcare has evolved but we continue to hear from the community about similar needs. As we have journeyed through a global pandemic in 2020 and recovered as a resilient organization we have continued to explore and engage with community partners in how to improve the health and wellness of the Maryland disability population, many who are served by Kennedy Krieger.

From the start, in 2013, we identified our community as the State of Maryland. The uniqueness of our organization in Maryland and across the United States, is manifested by the fact that we are an “N” of one with the knowledge, skills, services, and programs to serve people with a vast array of neurological disorders, in addition to those at risk.

This is Kennedy Krieger’s fifth Community Health Needs Assessment (CHNA), approved by the Board of Directors on June 4, 2025. The Institute met the goals and objectives associated with the 2022 priorities in addition to identifying new and modified actions to address needs presented by the community.

While as a nation we acknowledge the workforce has changed, we are excited to report our recruitment and retention efforts have resulted in a mission-driven workforce team of over 3,000 staff members who serve nearly 30,000 unique patients and students each year through 80+ clinical, school and community programs and hundreds of research studies.

Through our priority areas, we have focused on community partnerships and exploring how to address and integrate health and wellness into various community sectors. We have provided a summary of our 2022 progress toward addressing the CHNA Priority areas in addition to our 2025 CHNA full report. Through the community, which includes families of the population we serve, focusing on building their knowledge and approaches to health and

wellness will facilitate improved coordination with what happens in our healthcare systems. Helping to bridge the information gap that is often not translated can support families, individuals, and others in addressing social determinants that impact health outcomes.

Mental and behavioral health needs for children and teens, and specifically for those with developmental and/or other disabilities, continue to present as needs across our state. The shortage of specialized providers to serve all persons is lacking.

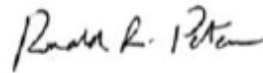
Kennedy Krieger, now and into the future, is committed to reaching out to sectors across Maryland to leverage resources as we all work towards improving the health of Maryland's children, youth, and adults with disorders of the neurological system and those at greatest risk.

Bradley L. Schlaggar, MD, PhD

A handwritten signature in blue ink, reading "Bradley L. Schlaggar".

President and CEO

Ronald R. Peterson

A handwritten signature in blue ink, reading "Ronald R. Peterson".

Chair, Board of Directors

## Executive Summary: 2025 Community Health Needs Assessment

Kennedy Krieger Institute (Kennedy Krieger) conducted its last Community Health Needs Assessment (CHNA) in 2022, during the recovery phase following the height of the COVID-19 pandemic. Throughout this challenging period, Kennedy Krieger not only supported our immediate community but also collaborated with partners across Maryland to continue vital work. As we addressed the priority needs identified in 2022, various groups contributed to capacity building, equitable access to health services, progression to adult life, and advocacy. Our efforts to improve health outcomes for individuals with disorders of the developing nervous system also benefit the general population.

From July 1, 2022, into 2025, we collected and analyzed data to understand trends and changes in the health needs of our community. This ongoing assessment helps us identify persistent issues and emerging areas of issues.

The 2025 Community Health Needs Assessment highlights several priority areas crucial for enhancing community health outcomes. These priorities are centered around our core domains: Health Advocacy, Health and Well-Being, and Enhancing Partnerships.

### Priority Areas:

1. **Strengthening Workforce Capacity:** Enhancing the skills and capabilities of healthcare professionals to effectively meet the diverse needs of the community.
2. **Behavioral and Mental Health:** Addressing the growing need for mental health services and support systems within the community.
3. **Post-Secondary Life & Experience:** Facilitating the transition from adolescence to adulthood by ensuring access to resources and opportunities that promote a healthy lifestyle.
4. **Family & Community Networks:** Strengthening family and community connections to create a supportive environment for individuals with disorders of the nervous system and related disabilities.

These priority areas form a comprehensive strategy aimed at addressing both immediate and long-term health needs within the community. By focusing on these key areas, Kennedy Krieger strives to improve overall health and well-being for Marylanders with disorders of the nervous system and related disabilities.



# 2025 Implementation and Action Plan

## Priority Area: Strengthening Workforce Capacity

### Goal: Increase Maryland's specialty providers

Strategy	Measure	Time Frame	Potential External Partnerships
<b>Strategy 1:</b> Recruit staff and trainees from multiple professions	<ul style="list-style-type: none"> <li>Number of trainees by discipline /specialty</li> <li>Number of trainees/scholars                             <ul style="list-style-type: none"> <li>% retained at Kennedy Krieger</li> <li>% retained by Maryland</li> <li>% bilingual providers</li> </ul> </li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>Colleges and universities across the U.S. with whom we have or will establish Training Affiliation Agreements</li> <li>Organizations we partner with for recruitment at conferences and events</li> </ul>
<b>Strategy 2:</b> Room to Grow: Journey to Cultural and Linguistic Competency conference	Expanded number of Trainees by discipline/specialty, especially in speech language pathology, social work, psychology	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>Colleges and universities across the U.S. with whom we have or will establish Training Affiliation Agreements</li> <li>Organizations we partner with for recruitment at conferences and events</li> </ul>

### Goal: Support training of behavioral and mental health providers

Strategy	Measure	Time Frame	Potential External Partnerships
<b>Strategy 1:</b> Maximize the number of trainees participating in the behavioral health disciplines (social work, psychology, psychiatry), through strategic recruitment for all programs.	Number of Trainees by <ul style="list-style-type: none"> <li>Program</li> <li>Discipline/Specialty</li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>National Health Service Corps (NHSC)</li> <li>American Psychological Association (APA) Training Programs</li> <li>Graduate Career Events</li> </ul>
<b>Strategy 2:</b> Leverage the National Health Service Corp Program and APA for recruitment and retention	Number of inquiries via the NHSC by Discipline  Number of participants recruited from the NHSC and APA programs by discipline/specialty	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>NHSC Programs</li> <li>APA Training Programs</li> </ul>
<b>Strategy 3:</b> Strengthen workforce pathways by outreach to high schools and community colleges	<ul style="list-style-type: none"> <li># of students engaged through Summer Works programs</li> <li># of staff participating in mentorship initiatives</li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>Maryland Public &amp; Private Schools</li> <li>Maryland Community Colleges</li> </ul>

### Goal: Enhance the capacity of Maryland's workforce

Strategy	Measure	Time Frame	Potential External Partnerships
<b>Strategy 1:</b> Support one continuing education/training event for community early childhood providers	<ul style="list-style-type: none"> <li>Number of participants</li> <li>Geographic area reached (County)</li> <li>Ages served by the providers</li> </ul>	FY 2027	<ul style="list-style-type: none"> <li>Maryland State Department of Education (MSDE)</li> <li>Early Childhood Centers</li> <li>Local Education Agency</li> <li>Colleges and Universities</li> </ul>
<b>Strategy 2:</b> Offer workforce training and development to foster engagement for typically overlooked talent pools	<ul style="list-style-type: none"> <li>Number of employer groups trained</li> <li>Number of participants registered for <i>Tapping Into Talent</i> Conference (2025)</li> </ul>	FY 2026	<ul style="list-style-type: none"> <li>Neurodiversity at Work Team</li> <li>Employers</li> <li>Community</li> </ul>

**Goal: Strengthen the capacity of Maryland’s community providers to care for those with special developmental and health needs**

Strategy	Measure	Time Frame	Potential External Partnerships
<b>Strategy 1:</b> Apply the use of Kennedy Krieger Project ECHO® (Extension for Community Healthcare Outcomes)	Number of Cohorts established <ul style="list-style-type: none"><li>Type of providers per cohort</li><li>Focus of learning per cohort</li></ul>	FYs 2025 & 2026	<ul style="list-style-type: none"><li>Maryland Health Department (MDH)/Local Health Departments</li><li>Maryland Public Schools Primary Care Providers</li><li>Maryland Health Care Organizations</li><li>Early Childhood Providers</li><li>Maryland Academy</li></ul>
<b>Strategy 2:</b> Develop one new curriculum in the Project ECHO® format	New curriculum—Topic TBD	FY 2026	<ul style="list-style-type: none"><li>MDH</li><li>MSDE</li></ul>

**Goal: Inform legislative representatives of needs**

Strategy	Measure	Time Frame	Potential External Partnerships
<b>Strategy 1:</b> Share knowledge related to Maryland legislation that impacts persons with disabilities and/or their families.	Government relations metrics: <ul style="list-style-type: none"><li>Funding amount secured for session year</li><li>Number of meetings (in person and virtual)</li><li>Number of written and verbal testimonies</li></ul> Developmental Disabilities Day (FY 2026) <ul style="list-style-type: none"><li>Number of staff, faculty, Self-advocates, and trainees who participate</li></ul>	FYs 2025 & 2026	<ul style="list-style-type: none"><li>Maryland State Delegation and Senate</li><li>County Government</li><li>Federal Congress and Senate</li><li>Partner organizations with similar mission</li></ul>
<b>Strategy 2:</b> Translate CHNA data into policy recommendations	Number of Citations: when CHNA content is used for legislative input	FYs 2025 & 2026	<ul style="list-style-type: none"><li>Maryland State Delegation and Senate</li><li>County Government</li><li>Federal Congress and Senate</li><li>Partner organizations with similar mission</li></ul>



## Priority Area: Behavioral and Mental Health Services

### Goal: Improve access to behavior and mental health services for populations at risk for or present with behavioral concerns

Strategy	Measure	Time Frame	Potential External Partnerships
<b>Strategy 1:</b> Maximize access to behavioral and mental health services in healthcare shortage areas of Maryland (onsite and virtual)	<ul style="list-style-type: none"> <li>Number of patients who were served in their communities vs. a visit to Kennedy Krieger, resulting from the health professional participation in Kennedy Krieger's tele-education program</li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>Primary Care Providers</li> <li>Military Treatment Facilities</li> <li>Early Intervention Specialists</li> <li>Local Educational Agencies</li> <li>Maryland Center for Developmental Disabilities (MCDD)</li> <li>Faith Communities</li> </ul>
<b>Strategy 2:</b> Ensure patients and families can receive services in their preferred communication method.	<ul style="list-style-type: none"> <li>Number of patients and families served who require services in an alternative form of communication</li> <li>Number of services where translation is provided when requested</li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>Communication vendors</li> <li>Maryland Community organizations</li> </ul>
<b>Strategy 3:</b> Utilize technology to increase behavioral health access, i.e., information, health care, education, etc.	<ul style="list-style-type: none"> <li>Description of program launched to target telehealth services</li> <li>Region served</li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>Community Partners</li> <li>Parents/Caregivers</li> </ul>

### Goal: Expand knowledge opportunities related to behavioral and mental health concerns in children in public venues

Strategy	Measure	Time Frame	Potential External Partnerships
<b>Strategy 1:</b> Seek funding to develop a multi-part training pilot	<ul style="list-style-type: none"> <li>Number of trainings</li> <li>Venue types</li> <li>Number of staff participated</li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>Public and/or private schools</li> <li>Law Enforcement</li> <li>Juvenile Justice organizations</li> </ul>

## Priority Area: Post-secondary Life Opportunities and Experiences

### Goal: Increase awareness, knowledge, and actionable items related to post-secondary life opportunities

Strategy	Measure	Time Frame	Potential External Partnerships
<b>Strategy 1:</b> Inform all families served at Kennedy Krieger about transition at age 14 by sending: <ul style="list-style-type: none"> <li>Post card with QR Code which includes:</li> <li>Transition Brochure</li> <li>Fact Sheet on Adult Consent</li> </ul>	<ul style="list-style-type: none"> <li>Number of mailings</li> <li>Number of downloads for each information document</li> <li>Number or referrals to Project HEAL related to               <ul style="list-style-type: none"> <li>Adult consent</li> <li>Representation for Adult guardianship matters</li> </ul> </li> <li>Less restrictive alternatives</li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>MCDD/Resource Finder</li> <li>Maryland Courts—updated information</li> </ul>
<b>Strategy 2:</b> If funded, host a legal seminar for youth transitioning to adulthood and their families.	Number of attendees: <ul style="list-style-type: none"> <li>Youth</li> <li>Families</li> </ul> Consultation services provided related to: <ul style="list-style-type: none"> <li>Advanced Directives</li> <li>Powers of Attorney</li> <li>Consultations</li> <li>Adult Guardianship</li> </ul>	FY 2026	<ul style="list-style-type: none"> <li>A Baltimore-based School of Law</li> <li>Families/Caregivers</li> <li>Project HEAL</li> <li>MCDD/Resource Finder</li> </ul>
<b>Strategy 3:</b> Provide community events related to transition from school to adulthood training.	<ul style="list-style-type: none"> <li>Number of trainings</li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>MDH</li> <li>Community Family Advocacy Organizations</li> </ul>

### Goal: Increase partnerships related to post-secondary life and experiences

Strategy	Measure	Time Frame	Potential External Partnerships
<b>Strategy 1:</b> Provide information and support to families and students about available options through Transition Programs.	<ul style="list-style-type: none"> <li>Number of families &amp; young adults served</li> <li>Key Topic Areas Addressed</li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>Families statewide</li> <li>MSDE</li> <li>MDH, Title V</li> <li>MCDD/Resource Finder</li> <li>Neurodiversity at Work</li> </ul>
<b>Strategy 2:</b> Expand relationships with business partners for employment opportunities and career training.	Number of new business partners	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>Business organizations (private, government, community)</li> <li>Neurodiversity at Work</li> </ul>

## PriorityArea: FamilyandCommunityNetworks

**Goal: Expand family and community member participation related to training and sharing information and health outcomes**

Strategy	Measure	Time Frame	PotentialExternalPartnerships
<b>Strategy 1:</b> Inform all families served at Kennedy Krieger about transition at age 14 by sending: <ul style="list-style-type: none"> <li>• Post card with QR Code which includes:</li> <li>• Transition Brochure</li> <li>• Fact Sheet on Adult Consent</li> </ul>	<ul style="list-style-type: none"> <li>• Number of mailings</li> <li>• Number of downloads for each information document</li> <li>• Number or referrals to Project HEAL related to               <ul style="list-style-type: none"> <li>○ Adult consent</li> <li>○ Representation for Adult guardianship matters</li> </ul> </li> <li>• Less restrictive alternatives</li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>• MCDD/Resource Finder</li> <li>• Maryland Courts—updated information</li> </ul>
<b>Strategy 2:</b> If funded, host a legal seminar for youth transitioning to adulthood and their families.	Number of attendees: <ul style="list-style-type: none"> <li>• Youth</li> <li>• Families</li> </ul> Consultation services provided related to: <ul style="list-style-type: none"> <li>• Advanced Directives</li> <li>• Powers of Attorney</li> <li>• Consultations</li> <li>• Adult Guardianship</li> </ul>	FY 2026	<ul style="list-style-type: none"> <li>• A Baltimore-based School of Law</li> <li>• Families/Caregivers</li> <li>• Project HEAL</li> <li>• MCDD/Resource Finder</li> </ul>
<b>Strategy 3:</b> Provide community events related to transition from school to adulthood training.	<ul style="list-style-type: none"> <li>• Number of trainings</li> </ul>	FYs 2025 & 2026	<ul style="list-style-type: none"> <li>• MDH</li> <li>• Community Family Advocacy Organizations</li> <li>• Neurodiversity at Work</li> </ul>

**Goal: Increase awareness and understanding of mental health, neurodevelopmental topics, and health advocacy**

Strategy	Measure	Time Frame	Potential External Partnerships
<b>Strategy 1:</b> Contingent on funding, expand grant offerings for workshops in the community within schools for school staff	<ul style="list-style-type: none"><li>School staff type</li><li>Efficacy outcomes</li></ul>	FY 2025 and 2026	<ul style="list-style-type: none"><li>MCDD</li><li>Wicomico Co Public Schools</li><li>Judy Center Early Learning Hub</li><li>LEND</li><li>Parents' Place of MD</li></ul>
<b>Strategy 2:</b> Workshop offerings to families and community members	<ul style="list-style-type: none"><li>Rating of awareness</li><li>Rating of understanding of the topic from event evaluations</li></ul>	FY 2025 and 2026	<ul style="list-style-type: none"><li>MCDD/LEND</li><li>Wicomico Co Public Schools</li><li>Judy Center Early Learning Hub</li><li>Parents' Place of MD</li></ul>

**Goal: Launch the Accessibility Program into the Community**

Strategy	Measure	Time Frame	Potential External Partnerships
<b>Strategy 1:</b> Include the Community Steering Committee	<ul style="list-style-type: none"><li>Number of engagements held to describe the program</li><li>Description of constituents who express interests</li></ul>	FY 2026	<ul style="list-style-type: none"><li>Community Entities</li><li>Self-Advocates</li><li>Families/Caregivers - Community Advisory Board</li></ul>