



Crownsville Health & Wellness Subcommittee Report



**Recommendations for the
Crownsville Hospital Memorial Park Master Plan**

May, 2024

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Executive Summary

The charge of the Health & Wellness Subcommittee was to provide guidance on the health/wellness services and programming offered by the County and local nonprofits that would best serve Anne Arundel County residents at the Crownsville Hospital Memorial Park campus. The committee members' tasks were; to brainstorm ideas, gather background information or data based on initial discussions, solicit ideas from their networks to report back to the larger advisory committee, identify community needs and existing resources, prioritize ideas, and create a document describing the process with a prioritized list of recommendations for the administration's consideration.

The subcommittee was made up of 19 members offering some diversity, including a veteran, a resident of the Crownsville area, and four Crownsville providers with lived experience of working at the site. The subcommittee met online or in-person a total of nine times from October, 2023 to May, 2024, including two special meetings; to discuss housing and to hear lived experience of Crownsville's history. Over the course of six months, the subcommittee discussed current needs of county residents and any gaps in health and human services, conditions at the site and needs of current tenants, barriers to the project, the importance of using an equity lens (in adherence to Anne Arundel County's equity policy) throughout the entire process, potential opportunities for collaboration and specific proposals for site use.

Committee members created three goals for the Crownsville Hospital Memorial Park, including equity and healing, respect for the history of Crownsville, the surrounding environment and its buildings; dedication to holistic health, wellness, and intentional collaboration and; with connection to the local community but welcoming and accessible to everyone.

In April, 2024, the subcommittee met in person and used a nominal voting process to prioritize 14 recommendations received and documented since October, 2023, from public sources as well as suggestions made by committee members themselves. An 'other' option was added for recommendations not previously suggested or offered. The recommendations were cross-walked with the three committee goals to ensure consistency. Although some recommendations overlap and/or could complement others, there were three primary themes: Direct Services, Housing, and Learning/Gathering Spaces.

The top five priorities of the Health and Wellness Committee are out-patient mental health services, community gardens, a wraparound service center, affordable housing, transitional housing and inpatient youth mental health/Substance Use Disorder services. Further explanation of these priorities can be found in the report.

Subcommittee Roster

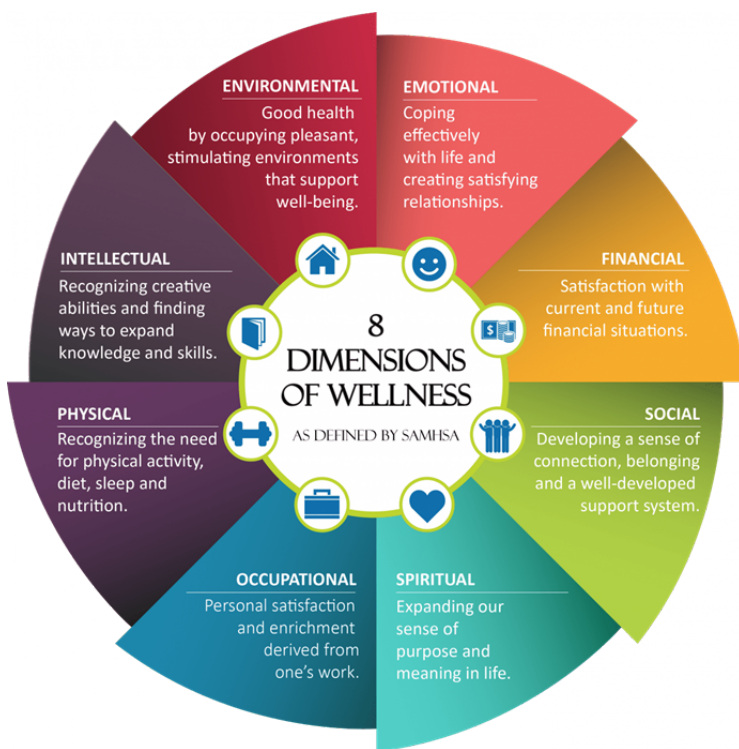
<i>Name</i>	<i>Title</i>	<i>Organization</i>
Heather Bagnall	Delegate, District 33C	Maryland House of Delegates
Kristy Blalock	Executive Director	Gaudenzia
Carol Boyer	Chief Strategy/Engagement Officer	Hope House
Pam Brown	Executive Director Subcommittee Chair	Partnership for Children, Youth, and Families
Beth Brush	Planning Director	Arundel Community Development Services
Jen Corbin	Director	AACo Crisis Response System
Peggy Cruz	Director, Family Health Services	AACo Department of Health
Isabella Shycoff	Division Director, Housing Services	State of Maryland
Laticia Hicks	Mentor/Volunteer Director	Charting Careers
Joi Howard	Co-Founder	EnSprout/EnBloom
Kathy Lane	Educational Consultant Founding Consultant /Owner's Representative	New Village Academy Public Charter School
Leah Paley	Chief Executive Officer	Anne Arundel County Food Bank
Tom Parlett, Sr.		
Robin Rickard	Executive Director	Chrysalis House
Joelle Ridgeway	Deputy Director	Dept. of Aging and Disabilities
Jonathon Rondeau	President & CEO	The Arc Central Chesapeake Region
Celeste Seger	Assistant Professor	UM School of Nursing
Dan Tootle	Member	Veterans & Military Families Advocate
Danny Watkins	Sr. Director, Behavioral Health Operations and Nursing	Luminis Health / AAMC

Staff: Jennifer Purcell, Executive Director, Nonprofit Center @ 41 Community Place

Charge of the Subcommittee

The charge of the Health & Wellness Subcommittee was to provide guidance on the health/wellness services and programming offered by the County and local nonprofits that will best serve Anne Arundel County residents at the Crownsville Hospital Memorial Park campus.

Definition of Health and Wellness



Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. Health and wellness is holistic, crossing multiple areas and applies to both individuals and communities.

Health & Wellness Subcommittee Goals

The Health and Wellness Committee identified three overarching goals for the future Crownsville Hospital Memorial Park. All recommendations in this report relate to these three goals directly.

The Crownsville Hospital Memorial Park is a campus:

- **Built on equity and healing that respects the history of Crownsville, the surrounding environment and its buildings**
- **Dedicated to holistic health, wellness, and intentional collaboration**
- **Connected to the local community but welcoming and accessible to everyone.**

Summary of Subcommittee Activities

The Health and Wellness Subcommittee met online or in-person a total of nine times from October 2023 to May 2024, including two in addition to the regularly scheduled monthly meeting. Key activities and outcomes of each meeting are described in Appendix B and provide context for the recommendations in the next section.

Several members also attended the monthly Advisory Committee meetings, public meetings facilitated by the Design Collective, and discussions of *Madness: Race and Insanity in a Jim Crow Asylum*. One member presented the subcommittee's work and solicited feedback from the Caucus of African American Leaders.

Over the course of six months, the subcommittee discussed:

- Current needs of county residents and gaps in health and human services
- Conditions at the site and needs of current tenants
- Barriers to the project
- The importance of using an equity lens throughout the entire process
- Potential opportunities for collaboration
- Specific proposals for site use

Lived Experience as Data

Lived experience related to the history of the site was shared by Mrs. Faye Belt, a former nurse at the Crownsville Hospital who was featured in Antonia Hylton's book, *Madness, Race and Insanity*. Membership of the committee included four current tenants of the buildings and one Crownsville resident. Each one offered a unique perspective related to their lived experience of the Crownsville site.

Process for Subcommittee Recommendations

The Health & Wellness Subcommittee met in person and used a nominal voting process to prioritize 14 recommendations received and documented since October, 2023, from public sources as well as committee members themselves. An 'other' option was added for recommendations not previously suggested or offered.

The following recommendations are based on the needs identified through existing county needs assessment research, expert opinion, review of stakeholder and public feedback, consideration of community resident concerns, history and equity. The table below shows the results. Note that several recommendations received the same number of votes. Those are listed alphabetically. The themes noted in the table are described in the next section.

Recommendations are organized by priority, theme and process. Subcommittee members' hope is that presenting this report will not only inform decisions made in the master planning process, but provide historical documentation for future administrations.

Health & Wellness Subcommittee Recommendations by Theme

Cross walked to the three goals

Although some recommendations overlap and/or could complement others, there were three primary themes: Direct Services, Housing, and Learning/Gathering Spaces.

A. Theme: Direct Services

1. Mental Health Services [HIGH priority]

Out-patient mental health services for the general population, including veterans, based on the growing need in the county. The subcommittee acknowledged the current lack of mental health therapists in the county. Treatment should be available with or without insurance. There should be some emphasis on alternate wellness. We should honor those with mental health issues and give opportunities

for their upward mobility. They should also be considered for housing on the grounds.

2. Wrap-Around Service Center [HIGH priority]

A multi-provider center offering continuity of care. The center must be focused on healing and family wellness with the potential for dental chairs, resource navigators, telehealth, employment, training, community education, and support groups. The center should be attached to available recreation at the site.

3. Inpatient Youth Mental Health/Substance Use Disorder Services [MED priority]

This recommendation was made based on the need in the county. There are no bed spaces in-county for youth with mental health issues. The site should offer temporary assessment, respite for youth and families and treatment to include meds management.

4. Farming/Agriculture [MED priority]

Part of the purpose of this recommendation was to connect with the agricultural history of Crownsville and honor it. Large-scale food production on site could help alleviate food insecurity in the County. It could be distributed by the Food Bank and used as a teaching site for students. Commercial kitchen spaces with cold storage could be used for job training.

5. Veterans and Military Families Clinic [MED priority]

A veterans & military family clinic, potentially in the Meyer building, to address their unique circumstances. This would be modeled after an established clinic and does not include housing

B. Theme: Housing

1. Affordable Housing [HIGH priority]

Based on the high need in the county and not for any special population or low income families only. It could be ‘middle housing’ that fits with the overall theme of the site. Middle Housing is the development of “starter” home type housing that is affordable to low and moderate income families. One example is adding a duplex to a typical single lot. This concept is rethinking the typical suburban

design to allow for greater density and thereby more affordability. It should not be restricted to rental units. The county should consider a community land trust.

2. Transitional Housing [MED priority]

The suggestion is for much needed temporary and transitional housing with wraparound services. For instance we have no medical respite for residents discharged from hospital. Many are discharged to homeless shelters. Residents could use the wraparound services offered in the service center.

3. Recovery Housing [MED priority]

For those in treatment at Crownsville and other sites in the county where step-down services are necessary.

4. Senior Housing [MED priority]

The recommendation is based on the rising number of seniors who are a threat of homelessness or homeless in the county.

C. Theme: Learning and Gathering Spaces

1. Community Gardens [HIGH Priority]

Create community gardens that can be used to encourage community connection to nature and healthy eating. They can facilitate family bonding and serve as a teaching location for youth. Patients in existing facilities could tend gardens as part of a therapeutic program. The county should also consider a community land trust.

2. Community Gathering Spaces [MED priority]

Use the site for festivals, community gathering and celebrations to honor the history of Crownsville

3. Educational / Learning Spaces

Create spaces throughout the site that encourage collaboration and provide opportunities for learning and growth such as workforce development, programs

for underserved youth, volunteerism, and classes centered on overall health and well-being. Educational programs should not only be accessible to the communities most impacted by Crownsville’s history, but also built around their needs.

Health & Wellness Subcommittee Recommendations by Priority

Table 2. Recommendations by Priority (Green = high priority; Yellow = medium priority)

Recommendation	Number of Votes	Primary Theme	Secondary Theme
Community Gardens	11	LG	DS
Mental Health Services (<i>outpatient, no specific population</i>)	11	DS	
Wrap-Around Service Center	11	DS	
Housing: Affordable	9	H	
Housing: Transitional	4	H	DS
Inpatient Youth Mental Health/SUD Services	4	DS	H
Community Gathering Space	3	LG	
Educational / Learning Space (includes job training)	3	LG	
Farming (to help address food insecurity)	3	DS	LG
Housing: Recovery	3	H	DS
Housing: Senior	3	H	
Veterans Center / Clinic (not housing)	3	DS	LG
Food Bank (write in)	2	DS	
Food Service or Restaurant for Job Training (write in)	2	LG	
Childcare Facility	1	DS	LG
Housing: Veterans	0	H	

Key for themes: DS = Direct Service, H = Housing, LG = Learning/Gathering Space

Other write-in recommendations included a historical museum and a walking history trail. These recommendations are not included above because they do not fall under the subcommittee's health and wellness charge. However, the feedback has been shared with the Cultural History subcommittee.

Health & Wellness Subcommittee Process-Related Recommendations

The subcommittee commends the county's leadership for engaging stakeholders throughout the master planning process. As the subcommittee work winds down, the group presents three process-related recommendations to consider moving forward.

- **Equity** - Members recommend writing an equity statement specific to the CHMP project, setting goals with specific measures (e.g., % MBE in procurement, % programs available and accessible to underserved populations), and distributing clear criteria about how organizations will be selected to offer programs on site). The health and wellness committee also recommends the advisory committee outline a selection process to provide the necessary guidance to the county executive to ensure final selections are fair, equitable, and objective. The establishment of the park is not the beginning nor the end and that the future of Crownsville Hospital Memorial Park should continue to utilize the equity lens (that hopefully will be) established by the county.
- **Communication** - the subcommittee is aware of how long the logistical tasks, such as government approvals, permitting, and the contracting process, will take. Members recommend being very transparent with stakeholders about the amount of time it will take to implement any of the recommendations submitted by the four subcommittees.
- **Timing** - As noted above, many recommendations will take a significant amount of time to implement. However, current tenants are providing services on the site today. The group recommends improving the conditions for existing tenants in the short-term while other programs are being developed.
- **Transportation** - The existing public transportation system was discussed several times. Without adequate public transportation routes in Crownsville, the trajectory of the CHMP project could be stunted. The committee recommends identifying/directing funding to support the transportation systems required for this project.

Equity Lens

The subcommittee had intended to have a formal presentation of the Equity Lens early in their meetings. However, issues with illness and scheduling made that impossible. Instead, at the final meeting, Georgia Noone-Sherrod (previous Human Relations Commission Chairperson) agreed to review the process and discuss the subcommittee's report using an equity lens. Asha Smith, the county's Equity Officer, also attended the meeting. Overall, Ms. Noone-Sherrod gave the committee praise for their focus on equity and made some suggestions for future work, including adding those with lived experience of Crownsville, to the subcommittee.

Appendix A: Definition of Terms

Equity (Executive Order 50)

Equity recognizes that some groups were (and are) disadvantaged in accessing opportunities and are, therefore, underrepresented or marginalized in organizations and institutions. Equity, therefore, means providing disadvantaged groups the resources they need to compete on a level playing field.

Health and Wellness

Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity. Health and wellness is holistic, crossing multiple areas and applies to both individuals and communities.

Wraparound

Wraparound is a youth-guided, family-driven team planning process that provides coordinated and individualized community-based services for youths and their families to help them achieve positive outcomes.

Appendix B: Health & Wellness Subcommittee Meeting Summaries

October 18, 2023

The first meeting of the H&W committee included introductory information and a discussion of what information was needed to complete its charge.

- Committee member introductions, including why Crownsville is important to them
- Summary of the Advisory Committee Meeting
- Health & Wellness Subcommittee Charge
 - Discussed definition of health and wellness. See the appendix for a definition.
 - In general, health and wellness is holistic and applies to both individuals and communities.
 - The campus must be welcoming and accessible to everyone. Connection was a key word.
- Discussed the importance of using an equity lens at every step in the process.
- Identified what additional data was needed and who was missing from the subcommittee.
- Asked about space and infrastructure limitations that the subcommittee should consider noting land easements, lack of transportation, and timeline for approvals.

December 6, 2023

The planned agenda to discuss health and human services needs and project barriers was postponed to January to allow the Crownsville project manager and master planning consultants (Design Collective) to present the project process and timeline to the group. The presentation included:

- Project schedule (12-month process) and phases
- Team members
- Public engagement
- Project scope (tasks)
- Work to Date and Next Steps

The remainder of the meeting was a series of questions and answers. In general, the committee was concerned about the timeline, the community engagement process, and the role of the subcommittees.

January 3, 2024

This meeting began with answering questions that had been asked after Design Collective's presentation at the December meeting. These questions included:

- The relationship between the subcommittees and the design team
- The status of leases with existing tenants
- The timeline

Members again requested equity lens training (94%).

- Staff schedules at the time (and later staff changes) required the subcommittee postpone the equity discussion.
- Asked how equity was being incorporated into the overall master planning process.
- The GARE Equity Tool Kit emphasizes the importance of incorporating the equity lens early in any decision making process.

The Chair shared content about the color and geography of the social determinants of health, noting the need for more information about individuals with disabilities, seniors, and veterans.

Three big needs have remained unchanged since 2009:

- Transportation
- Affordable housing
- Affordable, quality child care

Group listened to the lived experience of existing tenants on the property.

- Tenants in attendance included Anne Arundel County Food Bank, Gaudenzia, and Hope House. Other tenants discussed their concerns at the following meeting.
- Each shared current challenges: buildings needing constant repairs, transportation to site, “look” of the property being a deterrent to potential clients, poor water quality, poor lighting and the need for more security.
- Although not a current tenant and using another building outside the Crownsville acquisition, Jennifer Purcell shared the vision for a Nonprofit Center at 41 Community Place, the time required to get through the HUD approval process, and potential collaborations.

February 7, 2024

Most subcommittee members participated in a tour of the property prior to the scheduled meeting. The takeaways from being able to view the property first-hand included:

- How important it was to see the property before making recommendations
- How important it is to understand infrastructure limitations
- Lack of security on the site
- Concern about funding required to complete even a small subset of recommendations
- How much larger the site was than expected
- How can we create an equitable environment across the entire property, not just the cemetery

- A request to take down the sign at the front of the campus sooner than later.

The formal meeting included:

- Additional insights from current tenants, including Wheels of Hope and Chrysalis House.
- Design Collective staff shared the historical timeline, which was well received by the subcommittee.
- Recap of previous Advisory Committee meeting
- Small group discussion of opportunities for collaboration among existing and potential tenants. Details are in the Appendix.

March 6, 2024

The subcommittee listened to specific proposals from several organizations. All presenters were members of the subcommittee. The chair reiterated the subcommittee’s role to recommend general services based on needs, not specific organizations or vendors. Proposals included:

- Veterans and Military Family Clinic (Dan Tootle, subcommittee member)
 - Needed to address mental health
 - In discussion with CE Pittman since 2019
 - Duplicate successful services at clinic in Silver Spring
 - ACDS confirmed that county has met needs of homeless veterans
- EnBloom healing and wellness space (Joi Howard, subcommittee member)
- Anne Arundel County Food Bank (Leah Paley, subcommittee member)
 - in discussions with county leadership about new space

Laticia Hicks presented the importance of working together, ensuring Black voices and those impacted by life on the property are heard throughout the process, creating specific criteria and metrics to select what organizations / projects are part of the property, and making decisions based on data.

March 27, 2024

At the DCAO’s request, the Health & Wellness and Infrastructure committees met to discuss housing options on the Crownsville property. Thirteen H&W members attended.

- Dr. Brown presented data on the housing needs of special populations, Beth Brush from ACDS articulated the need for affordable housing in the county and shared potential options such as “middle” housing.
- The committees reviewed public comments and a proposal by the Housing Commission of Anne Arundel County.
- The Infrastructure committee shared issues related to water, sewage, significant renovation of buildings and transportation.

April 3, 2024

Guest speaker, Faye Belt who was featured in *Madness: Race and Insanity in a Jim Crow Asylum*, was unable to attend. The subcommittee agreed to schedule another evening meeting at her convenience before the final meeting.

Members used the full session to prioritize recommendations and discuss how they fit within the goals. Goals are listed by priority and by theme below.

April 24, 2024

A subset of committee members met with Ms. Faye Belt, a former nurse at the Crownsville Hospital who was featured in Antonia Hylton's book, *Madness, Race and Insanity*. Ms. Belt shared her lived experience as a nurse at the Crownsville hospital site. Her message emphasized the good work done by staff at the hospital. She explained that the inherent racism baked into Crownsville was part of normal life for African Americans. They had few choices yet they stayed to care for the inhabitants. Their voices were not heard until Antonia Hylton published her book 'Madness; Race and Insanity in a Jim Crow Asylum.

Ms. Belt wants everyone to understand that the Crownsville grounds are sacred and that the voices of those who lived and worked there are most important for the future of the grounds. Those voices should be part of all decisions related to the grounds. She made the following recommendations:

- Housing, sustainable grounds, canteen, education building, safe spaces.
- Emphasized having Black caretakers and professionals who specifically understood Black culture and the ability to communicate and honor it.

May 8, 2024

Georgia Noone-Sherrod, Executive Director of the Anne Arundel County Conflict Resolution Center, and previous Human Relations Commission Chair for the county, shared her thoughts related to the subcommittee's process and subsequent report. Overall the committee received praise for addressing equity. She suggested adding those with lived experience of Crownsville to the subcommittee and to the larger committee. The draft was approved, with changes, for submission to the External Advisory Committee.