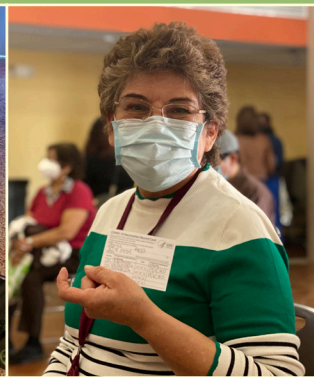


AMA TU VIDA  
**Latino  
Health  
Initiative**  
MONTGOMERY COUNTY, MD

# Health and Wellness in the Time of COVID<sup>\*</sup>

**FY2021 ANNUAL REPORT**  
July 1, 2020–June 30, 2021



\*In homage to Love in the Time of Cholera (*El amor en los tiempos del cólera*) by Colombian Nobel prize winning author Gabriel García Márquez.



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## Message from the Latino Health Steering Committee Co-Chairs and the Latino Health Initiative Acting Senior Manager

COVID-19 continued relentlessly through Fiscal Year 2021. This viral pandemic put a magnifying glass on long-standing inequities as evidenced by the pandemic's disproportionate effects on some groups compared with others.

Montgomery County's Latino communities were one example of a population that has experienced long-standing economic and health inequalities. Latino workers, overrepresented in industries hardest hit by the pandemic, such as the service industry (restaurants, hotels, entertainment, recreation), suffered large losses in employment as well as high rates of COVID-19 illnesses, hospitalizations, and deaths.

The Latino Health Initiative has never been tested as hard as it was in Fiscal Year 2021 and it has never responded in such a heroic, determined, and resilient way. In the face of the COVID-19 crisis, the Latino Health Steering Committee was approached by Montgomery County Council members requesting a proposal to address the devastating impact of the pandemic on the Latino community. Under the leadership of the Latino Health Steering Committee, the Latino Health Initiative and seven Latino-serving local organizations assembled to create the *Por Nuestra Salud y Bienestar* (For Our Health and Wellbeing) initiative, a public-private partnership sponsored by the Offices of the Montgomery County Executive Marc Elrich and Councilmembers Nancy Navarro and Gabriel Albornoz. This initiative provides one-stop wrap-around services to address the health and human needs of the Latino community as they pertain to COVID-19.

Latino Health Initiative staff, Latino Health Steering Committee members, and other volunteers of the Latino Health Initiative answered the call for urgent and immediate action by dedicating much of their time to supporting the much-needed services and activities housed within *Por Nuestra Salud y Bienestar*, from COVID-19 testing and vaccination to clinical follow-up, case management, community mental health, communication, health navigation, outreach, and education, over their own core programs activities.

The following represents only a few highlights achieved through our usual programs and services while also addressing community needs presented by this pandemic. These reflect innovative efforts to tackle challenges from multiple angles on behalf of our most vulnerable residents:

- Supported the development and successful implementation of *Por Nuestra Salud y Bienestar*, under the leadership of the Latino Health Steering Committee. This targeted emergency COVID-19 response provided a comprehensive approach and framework to meet community needs during this time.
- Fielded 18,957 calls, issued 24,169 service provider and county program referrals, and completed 1,794 medical interpretations via the Multilingual Services Information Line.

- Saw a decrease of 17% in reported asthma-related visits to emergency departments through Asthma Management Program sessions.
- Demonstrated, through the Latino Youth Wellness Program, improvement in healthy behaviors among 42% of youth, even after transitioning from in-person to virtual activities.
- Delivered, through the *Vías de la Salud* Health Promoters Program, 11 trainings, 19 Community Informal Talks (Charlas), and multiple educational COVID-19 related materials (updated on an ongoing basis) reaching over 300 individuals directly and families and peers of 60 Health Promoters and 20 Safety Ambassadors.
- Secured an average increase in wages of 169% by five Welcome Back Center of Suburban Maryland participants who started working as Registered Nurses.
- Reported an improvement in parent-child/child-parent relationships among 31% of youth and 35% of parents after participating in one of five Family Reunification Program workshops.
- Responded to 439 total calls through Access and Navigation Services and enhanced access to the county's Maternity Partnership Program and others by promoting them through social media, the Latino Health Initiative website, and personalized assistance.
- Reached 296,431 people via Facebook and 8,057 people via Instagram with information on COVID-19 prevention, testing, and vaccination; food distribution; Zumba and asthma management sessions; navigation services for pregnant women; and various other important health-related announcements and updates.

While there has been much suffering, the love we have for each other ultimately reigned and sustained us through today. Indeed, we will retain some of our new ways of “doing business” moving forward, independent of the pandemic.

Michelle La Rue, M.D.

Olivia Carter-Pokras, Ph.D.

Co-Chairs

Paola Fernan-Zegarra, M.D., M.B.S.

Acting Senior Manager



## Latino Health Steering Committee of Montgomery County

The [Latino Health Steering Committee](#) is an independent group of volunteer professionals and community leaders with specialized areas of expertise. This committee:

- Acts as the planning body for the Latino Health Initiative.
- Provides expert guidance and technical assistance in the conceptualization, design, development, implementation, and evaluation of Latino Health Initiative activities and projects within the Montgomery County Department of Health and Human Services.
- Advocates for policies and practices whose aims are to enhance the health and lives of Latino people in Montgomery County.

### FY21 ACCOMPLISHMENTS

- Established a close working collaboration with Montgomery County officials to share information on how COVID-19 disproportionately affects Latino people in Montgomery County, sharing its expertise on ways the County can work effectively with the Latino community.
- Developed the proposal, Por Nuestra Salud y Bienestar (For Our Health and Wellbeing), that provides a comprehensive COVID-19 Latino community approach and framework in response to a request from Councilmembers Albornoz and Navarro.
- Secured over \$16,450,000 for the Por Nuestra Salud y Bienestar initiative to support the successful implementation of this targeted emergency response for addressing the critical needs of the Latino community.
- Developed relationships with high-level administration appointees to raise awareness of the Latino Health Steering Committee, the role of the Latino Health Initiative within the Department of Health and Human Services, and the immediate needs of the Latino community.
- Relayed to the County Executive the Latino Health Steering Committee's priorities and insights on issues important to the Latino community.
- Collaborated, through over 1,000 volunteer hours, with county stakeholders and advocacy groups to provide oversight, expertise, and recommendations.
- Presented FY21 policy priorities to the County Council during the Health and Human Services Committee legislative hearing.

# COMMUNITY PROGRAMS

**Asthma Management**

**Family Reunification**

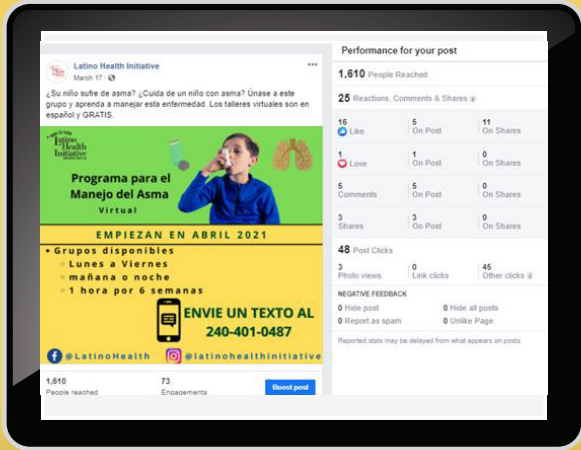
**Latino Youth Wellness**

**System Navigator and Medical Interpreter**

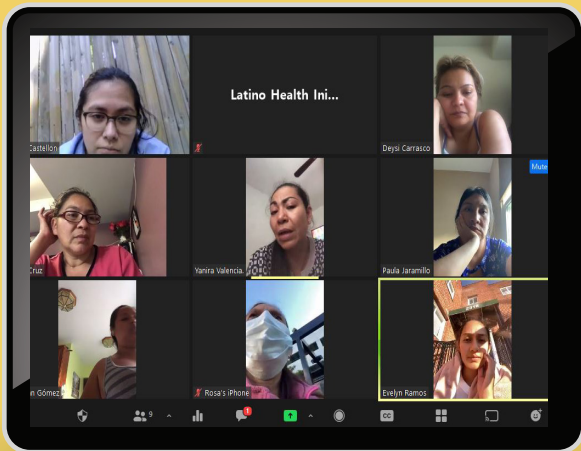
***Vías de la Salud* Health Promoters**



# Asthma Management Program



[Virtual outreach](#) allows Asthma program to have higher extent than traditional methods.



Parent participants not only attended in small group asthma sessions, but also, they have interactive learning process in breakrooms.



An extraordinary group of volunteer asthma coaches learned and put in practice virtual methods to delivering asthma session.

The Latino Health Initiative [Asthma Management Program](#) is tailored for low-income Latino parents and caregivers of children 4 to 11 years of age who have asthma and live in Montgomery County. This program's goal is to reduce emergency department visits and hospitalization rates by increasing parents' and caregivers' knowledge, confidence, and skills to properly manage their children's asthma.

The Asthma Management Program includes:

- 1) six one-hour virtual sessions facilitated in Spanish,
- 2) social support provided by a group of trained Asthma Management Coaches to identify and overcome individual challenges faced by participants, and
- 3) home environment assessments conducted by coaches to identify common triggers of asthma that may exist in the home.

## FY21 ACCOMPLISHMENTS

### Asthma Management Sessions

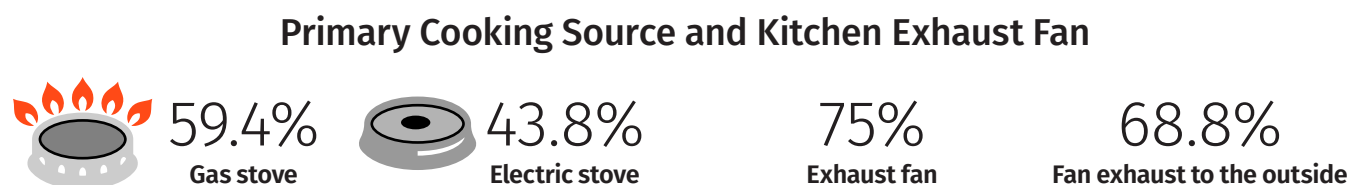
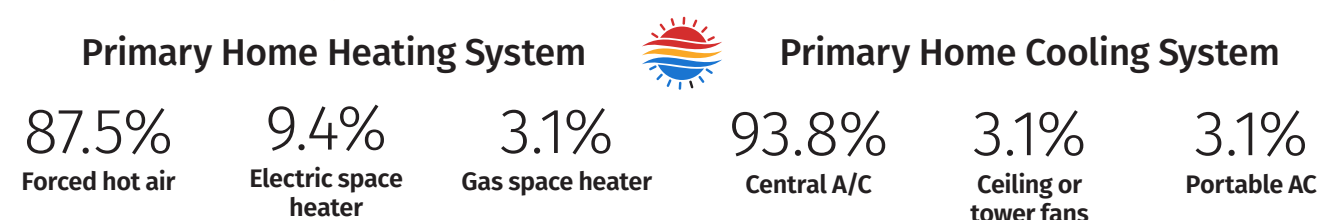
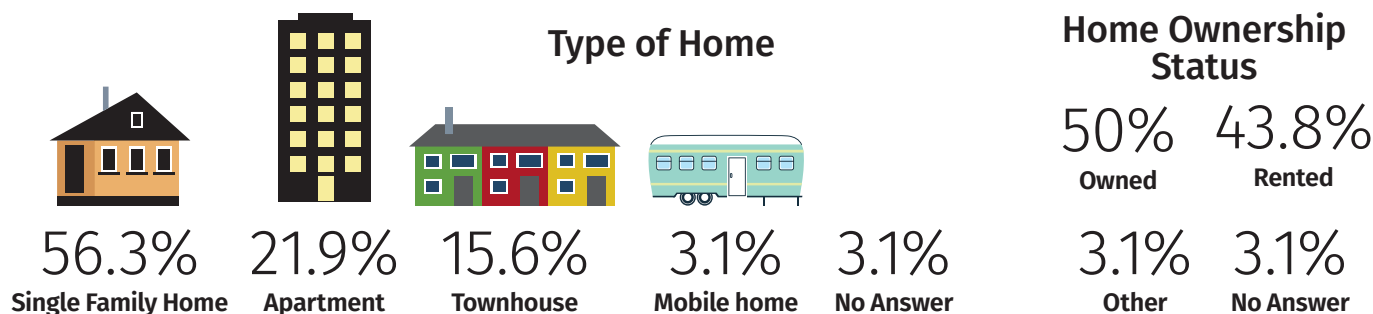
- Produced a Spanish-language Asthma Management Program virtual outreach video to enhance social media outreach and recruitment efforts
- Received 155 views and 30 engagements (14 likes, 13 shares, 3 loves) on Facebook
- Recruited 35 parents/caregivers, 33 of whom completed the virtual asthma sessions
- Delivered 28 one-hour virtual asthma sessions over six weeks
- Provided 113 follow-ups to 35 parents/caregivers through phone calls and video chats

### Environmental Assessment

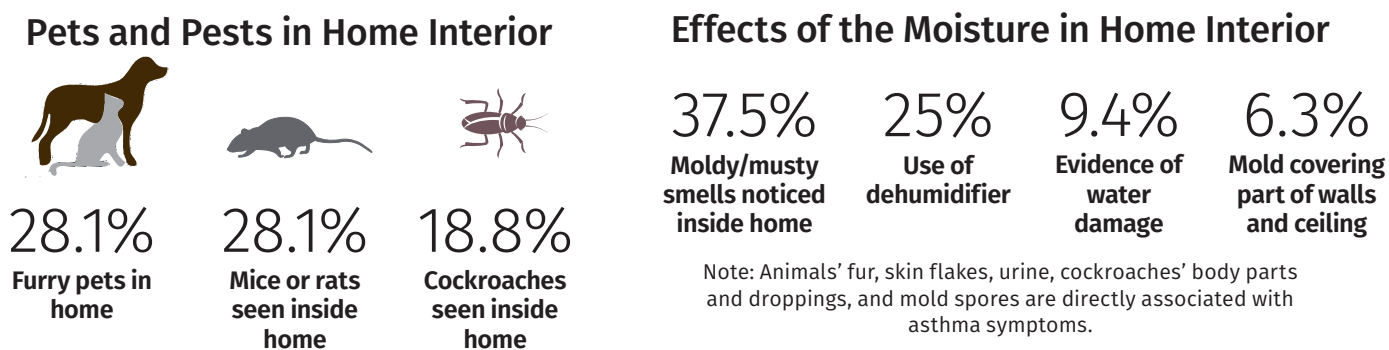
The Latino Health Initiative has incorporated a home environment assessment into the program that pairs Asthma Management Coaches with participants. Together, coaches and participants work on ways to apply what they learned from the sessions, including assessing



# Environmental Assessment



Note: Volatile organic compounds can be harmful to all children with asthma.



## Presence of Dust Reservoirs in Overall Home



Note: Dust reservoirs are associated with dust mites and dust mites are the most common indoor allergen that can trigger asthma.

## PROGRAM MEASURES AND RESULTS

### Output Measures

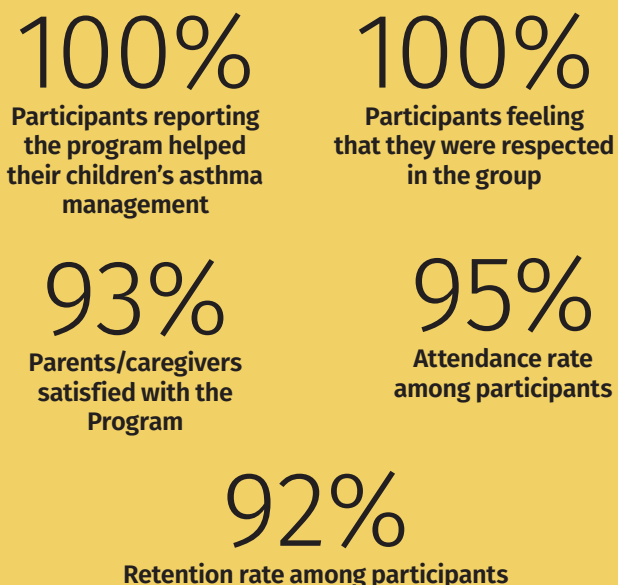


### Outcome Measure

	Pre-test	Post-test	Percentage Point Difference
Increase in parents' knowledge of asthma and asthma triggers	62	91	+29%
Increase in parents' asthma management self-efficacy*	50	98	+48%
Increase in the proportion of children who have an action plan	31	68	+37%
Decrease in reported restricted activity due to asthma	35	16	-19%
Decrease in reported missed school days due to asthma	27	10	-17%
Decrease in reported visit to emergency department	23	5	-18%
Decrease in reported hospitalizations due to asthma	8	5	-3%

\*"Self-efficacy" refers to an individual's confidence in the ability to exert control over their own motivation, behavior, and social environment.

### Quality of Service Measures



the presence of potential asthma triggers in the participant's home environment. Factors they consider include home characteristics, home ownership status, home heating system types, kitchen appliance energy sources, and the presence of pets—all of these may affect participants' potential continued exposure to asthma triggers. Coaches review these characteristics to develop individualized action and remediation plans.

## CHALLENGES AND LESSONS LEARNED

Unprecedented restrictions resulting from the COVID-19 pandemic encouraged us to redefine parent/caregiver outreach and recruitment processes. These unusual times inspired us to be creative in our provision of education services without negatively affecting service quality. We developed virtual education resources and leveraged social media commonly used by the Latino community in our design of a virtual Asthma Management Program.

The pandemic revealed extraordinary resilience and commitment from participants and volunteer Asthma Management Coaches alike. Participants overcame technological barriers to participating in virtual training sessions and home environmental assessments. Participants generously welcomed us into their homes, allowing us to not only deliver a service virtually, but also to achieve extraordinary results. Volunteer Asthma Management Coaches willingly learned a new virtual service delivery methodology and put that into practice with great success. The pandemic did not keep us from helping families to improve their skills in managing their children's asthma.

# Family Reunification Program

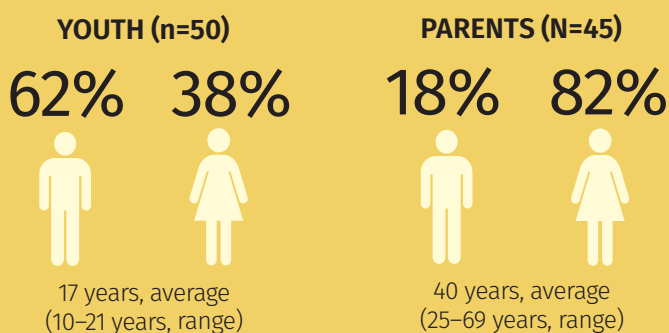
The [Family Reunification Program](#) aims to provide culturally based family reunification services to Latino family members facing the challenge of repairing relationships after a prolonged period of separation due to migratory circumstances. The program seeks to establish or reestablish positive parent-child relationships by building skills among family members to develop effective communications; restore parental authority; apply techniques for coping with stress; and incorporate cultural traditions and values to strengthen family bonds.

## FY21 ACCOMPLISHMENTS

- Partnered with Montgomery County Public Schools Gaithersburg, Watkins Mill Cluster, and Wheaton High Schools, as well as with the Career Readiness Education Academy (CREA) of Seneca Valley High School.
- We welcomed incoming students (“Newcomers”) during the enrollment process at Seneca Valley High School.

### Participant Demographics




#### Gender and Age



#### Immigration (Foreign-born)

	YOUTH	PARENTS
Recent arrival: less than 1 year in the United States	43%	2%
Less than 3 years in the United States	40%	12%
3–5 years in the United States	18%	86%

#### Country of Origin

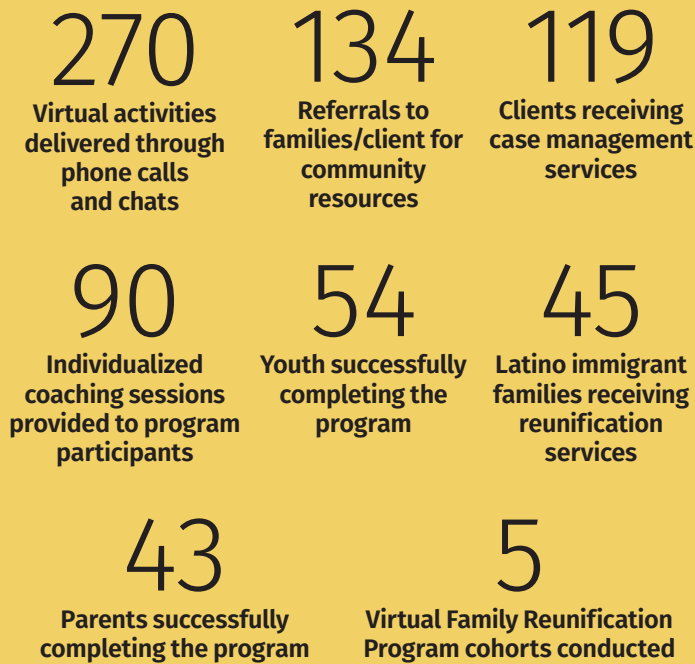
	YOUTH	PARENTS
 El Salvador	48%	49%
 Honduras	31%	31%
Mexico and countries in South America	11%	9%
 Guatemala	10%	11%

#### Years of Separation from Father/Mother/Guardian

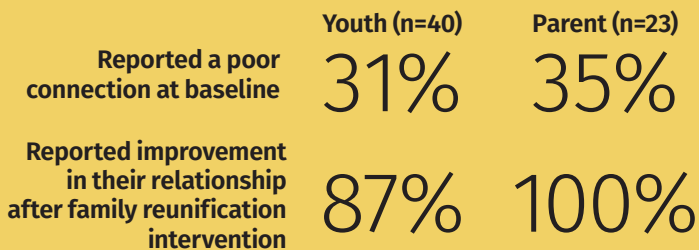
14.3%	Between 1 and 2 years
14.3%	More than 2 years, but less than 5 years
14.3%	More than 10 years

## PROGRAM MEASURES AND RESULTS

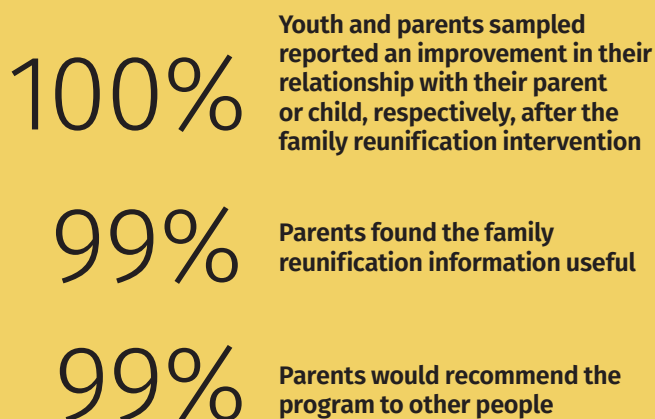
### Output Measures



### Outcome Measures



### Quality of Service



## CHALLENGES AND LESSONS LEARNED

Family Reunification Program meetings could not be held as planned due to public school closures during the COVID-19 pandemic. The program was delivered virtually to accommodate adolescents attending school virtually from home, as well as many parents who were also home because they lost work. To meet participants' needs, virtual coaching sessions were combined with in-person home visits. Facilitators reported that home visits are more effective than telephone calls.

Adolescents face their own challenges adapting to a new way of life. Parents remain hopeful and continued to make themselves available for reunification activities, which in fact is a productive starting point for establishing and nurturing relationships with their children.

Program activities served as a pretext for parents and adolescents to coexist and increase moments lived together and shared as a family. Activities progressively increased participants' level of emotional involvement and accompanying rapprochement. Depth of communication between parents and children improved over the course of the sessions.

Parents recognize that young people are growing up and reaching adulthood and that they have the right to disagree. Attitudinal changes contributed to greater confidence among parents and young people in better expressing ideas and emotions. When differences are discussed, conflict does not necessarily vanish; openness to listening to others' opinions, especially by parents who recognize that their children have something to say, is an important sign of progress.



# Latino Youth Wellness Program

The [Latino Youth Wellness Program](#) — implemented by community partner Identity, Inc. — is designed to increase overall wellness and prevent health conditions that disproportionately affect Latino and other minority youth. This is accomplished by enhancing protective factors and decreasing risk factors among low-income Latino youth and their families.

The Latino Youth Wellness Program is comprised of two components:

- 1) Health and Wellbeing — This component addresses emotional well-being, parent-youth connectedness, school connectedness, leadership skills, and healthy behaviors.
- 2) Parent and Youth Leadership — This component supports active community participation in decision-making processes and community capacity building to empower Latino families to actively participate in system-related activities and processes that can improve overall quality of life and wellbeing of their community.



Children of parent leaders from the Parent and Youth Leadership component supporting Census outreach.



Virtual session with parent leaders from the Parent and Youth Leadership component.



Youth from the Latino Youth Wellness Program from Gaithersburg Middle School participating in a park clean-up at Seneca Creek State Park.

## PROGRAM MEASURES AND RESULTS

### Output Measures

1,634

Case management sessions conducted

588

Referrals to social services for program participants

473

Individuals served through Wellness Plans

86

Family Wellness Plans prepared

53

Families served, including both components: Health and Wellbeing and Parent and Youth Leadership

37

Youth Leadership Program PODER participants who completed the program

26

Parents Leadership Academy Program Level I Graduates

### Outcome Measures

74%

Demonstrated improvement in parent-youth connectedness, reported among youth

63%

Demonstrated improvement in school connectedness, reported among youth

42%

Demonstrated an improvement in healthy behaviors, among youth

42%

Demonstrated an improvement in emotional wellbeing, among youth

### Quality of Service

96%

Participant parents reported being satisfied with the services received

95%

Participant youth would recommend the program to friends

## CHALLENGES AND LESSONS LEARNED

Because of the COVID-19 pandemic, the Latino Youth Wellness Program transitioned to a virtual platform, and the program's outcomes reflected this shift. An online program served to reduce participants' exposure to the COVID-19 virus, accommodate Montgomery County Public Schools online learning schedules, and meet the needs of youth and families. This online approach generally took the form of multiple small groups, telemental health services, and extensive case management work.

Individualized follow-up with families was necessary to ensure we connected families to safety-net services (including emergency food assistance), informed them of how they could secure Chromebooks for students, and provided updates on COVID-19 resources and requirements.

We provided a variety of case management services, including helping clients file for unemployment, apply for the County Emergency Relief Assistance Program, arrange for low- or no-cost internet, and secure emergency funds for rent and utilities.

We provided additional training to non-clinical staff to strengthen their skills in providing emotional support to youth and families. Approaches included active listening and sharing coping strategies for dealing with stress, anxiety, and depression.



# System Navigator and Medical Interpreter Program

The [System Navigator and Medical Interpreter Program](#), implemented by CASA via contract with Montgomery County, seeks to address health disparities by enhancing access to quality health and social services for low-income, limited English proficient immigrants residing in Montgomery County.



The program accomplishes its aims through a culturally proficient Multilingual Services Information Line (301-270-8432). Navigators fluent in Spanish, English, and French (and other languages) speak with callers on a one-on-one basis, assess callers' needs and eligibility for services, and refer callers to appropriate services, providing follow-up assistance and ensuring the receipt of services. Community members benefit from individually customized information (based on need and eligibility) and receive information on multiple services in one call.

To complement the Multilingual Services Information Line, the program provides professional medical interpretation services to assist with language barriers encountered during Montgomery Cares community clinic patient-healthcare provider visits. The medical interpreter team consists of certified medical interpreters,

## PROGRAM MEASURES AND RESULTS

### MULTILINGUAL SERVICES INFORMATION LINE — SYSTEM NAVIGATOR

Among the program's outputs, the program recorded **18,957 calls received** and issued **24,169 referrals to the resources** listed below, in order of frequency, signaling those most needed by the community. It should be noted that the vast majority of callers sought information and resources about more than one topic:

1. Health insurance
2. Food assistance
3. COVID-19 vaccine and testing
4. Legal assistance
5. Housing assistance
6. Unemployment
7. Primary care referrals (adult and pediatric)
8. Breast cancer screening and information

### Caller Demographics

63%	33%	4%
Female	Male	Other

### Ethnicity

57%	41%	2%
Hispanic/Latino	No answer	Non-Hispanic/Latino

### English Proficiency

65%	35%
Limited English proficiency ("Some English" or "No English")	English proficient

## PROGRAM MEASURES AND RESULTS

## MULTILINGUAL SERVICES INFORMATION LINE — SYSTEM NAVIGATOR (cont.)

## Calls by Language

17,606

92.87%  
Spanish

818

4.33%  
Other/No answer

314

1.66%  
English

162

0.88%  
French

57

0.3%  
Portuguese

Multilingual Services Information Line  
callers originated from **88 countries**  
representing all continents.

## Quality of Service\*

Answered “strongly agree” or “agree” (124 Total Callers)

98%

Served in a  
timely manner

98%

Needs were  
understood by  
hotline staff

99%

Treated with  
respect

98%

Satisfied with  
service received

97%

Would recommend  
the hotline

84%

Was able to access a  
needed service upon  
referral

## MEDICAL INTERPRETER PROGRAM

To complement System Navigator calls and referrals, medical interpreters received requests for **1,819 interpretations— a 2% increase from the previous year** (despite many cancellations caused by COVID-19 pandemic)—and **completed 1,794 interpretations** (98.6% of all requests).

Interpretations took place at various Montgomery Cares locations. Top four requests emanated from:

1,377

Holy Cross  
Health Center

253

Mansfield Kaseman  
Health Clinic

88

Mercy Health Clinic

29

Mobile Medical Care

## Quality Measure\*

Answered “strongly agree” or “agree”  
(85 medical interpretation services recipients)

100%

Service provided in a  
timely manner

100%

Accurately expressed  
my need

100%

Treated me  
with respect

99%

Satisfied with the  
interpretation

90%

Agreed this service important

\*Every year, we administer a satisfaction survey to a random sample of 5% of Information Line callers. We administered the survey to 124 respondents before the COVID-19 pandemic, at which point we suspended the survey to focus on fielding calls.



who provide interpretation services primarily in Spanish, but are also certified in Portuguese and French. Access to medical interpretation, thanks to the county's generous support, leads to better communication, improved compliance with medication, reduction of return visits, and overall improved wellness in the community.

In response to the COVID-19 pandemic, we transitioned our work structure to a remote approach. To respond to the increased volume of calls over the course of the pandemic, we deployed the entire CASA team to field concerns from the community.

## CHALLENGES AND LESSONS LEARNED

In 2021, the System Navigator and Medical Interpreter Program had to quickly adapt to meet the evolving needs of our community, including responding to COVID-19 variants, an

increase in demand for accessible vaccination and healthcare providers, and a looming housing crisis that will affect thousands of Montgomery County residents. With a limited number of translators, accessible appointments, clinics, and resources, the program's service provider partners are vital to the program's success and the well-being of our clients. The expansion of this service network is a high priority heading into 2022 as each additional partner will increase service capacity to meet demand.

Internally, the System Navigator and Medical Interpreter team continues to grow, and it is through this growth that our organization's Health and Human Services Department successfully coordinated ongoing vaccination clinics with community partners and vaccine distribution networks. The program will continue to support COVID-19 related service adjustments in Fiscal Year 2022, with virtual education and outreach complementing our core service provisions.

# Vías de la Salud Health Promoters Program

Latinos disproportionately suffer from illnesses including heart disease and diabetes and face many barriers to healthcare services. This is why adopting healthy habits with a prevention mindset is vital.

Vías de la Salud Health Promoters are trained volunteers dedicated to helping members of their communities prevent illness and access health resources. Health Promoters:

- Raise awareness of the importance of healthy eating, physical activity, and tobacco use prevention.
- Provide information on health and human services resources at health fairs, community events, schools, churches, and libraries in their own neighborhoods and workplaces.
- Deliver healthy eating workshops.
- Lead *Caminatas* (walking groups).
- Spotlight service gaps and improvement needs to community leaders.

As the COVID-19 pandemic endured throughout FY21, *Vías de la Salud* staff and volunteer Health Promoters continued to dedicate significant time and resources in support of the health and social crisis relief activities through the *Por Nuestra Salud y Bienestar* (For Our Health and Wellbeing) initiative. Nonetheless, our Health Promoters managed to attain several notable accomplishments to the community's benefit.

## FY21 ACCOMPLISHMENTS

### • **Charlemos Con Zumba – New Program!**

The *Vías de la Salud* health promotion team launched a new virtual physical activity program called “*Charlemos con Zumba*” (Let’s Talk with Zumba). The program combines a traditional instructor-led Zumba class with a

program facilitator-led informal discussion, or “*Charla*,” on relevant health topics.

Session discussions covered the importance of regular physical activity and healthy eating habits and disseminated information on vital community resources available to families during the pandemic. Participants reported that these sessions helped them physically as well as with pandemic-related stress and other mental health issues, such as depression and anxiety.

### • **Community Partnerships**

Aware of the importance of sharing information and leveraging relationships, our team developed key partnerships with community organizations by participating in coalitions and task forces to address various issues, from isolation, loneliness, mental health, to food insecurity and beyond. These organizations include:

- Alzheimer’s Association DC-Maryland-Virginia Planning Committee
- *Café Latino* support group
- Montgomery County Food Security Task Force, Communication Unit
- Montgomery County Palliative Care and End of Life Coalition
- National Alliance on Mental Illness (NAMI)
- Montgomery County Senior Centers

**CHARLEMOS CON  
ZUMBA**





## CHALLENGES AND LESSONS LEARNED

Manning the response to the COVID-19 pandemic through the *Por Nuestra Salud y Bienestar* initiative's testing, outreach, training, and communications efforts was imperative throughout the year, and this required *Vías de la Salud* Health Promoters' and health promotion team's almost full attention. For this reason, non-COVID specific health promotion efforts, such as physical activity and healthy eating programs, were suspended for most of the year.

Towards the end of the year, we developed and delivered the new *Charlemos con Zumba* program to not only continue to promote physical activity and healthy behaviors, but also to help restore and (re)build a sense of community during the pandemic's stressful time by keeping community members connected with each other.

The positive impact of *Charlemos con Zumba* became quickly evident as it went beyond the primary objective of promoting healthy behaviors — the program also addressed the social isolation many had been experiencing. Many participants relayed how they scheduled "Zumba time" in advance and how this time helped them manage their stress, anxiety, and depression.

Adapting health promotion efforts and educational materials to a virtual modality using virtual platforms, such as Zoom, took time and creativity. Even though most participating community members were able to acclimate to this new service delivery model, the Latino Health Initiative is mindful that community members with limited access to the internet may face a barrier to access; many times, these community members are the ones with the most unmet needs. Finding ways to innovate program offerings while reducing barriers to access will continue to be a challenge for us, underscoring the importance of effective community outreach.

## PROGRAM MEASURES AND RESULTS

### Output Measures

300

Community members who received information on the importance of the COVID-19 vaccine and guidance for locating vaccination sites and other county resources

80

Health Promoters and Safety Ambassadors trained on safety measures, vaccines, resources, and outreach strategies related to COVID-19

15

"Charlemos con Zumba" sessions

260

Individuals attending "Charlemos con Zumba" sessions

19

Community *Charlas* (informal talks) to community members

18

Health Promoters who received technical assistance in obtaining their adult, children and infant First Aid / CPR (cardiopulmonary resuscitation) / AED (automated external defibrillator) certification

11

Trainings delivered to Health Promoters and Safety Ambassadors

12

Health Promoters who received assistance in obtaining their Community Health Worker Certification from the Maryland Department of Health

# Welcome Back Center of Suburban Maryland

The [Welcome Back Center of Suburban Maryland](#) (the “Center”) builds on the personal and professional assets of internationally educated health professionals living or working in Maryland to facilitate the health professionals’ licensure and/or certification processes and reenter Maryland’s healthcare workforce. We continue working in close collaboration with academic partners, healthcare industry employers, and the private sector, as well as local and state governments.

As a result of the COVID-19 pandemic, the Center set up teleworking virtual operations. We successfully provided services to participants from remote locations. We worked with Center staff, consultants, as well as academic and employer partners, to adapt to virtual platforms for the provision of individual guidance and support, group sessions, trainings, courses, and coaching.



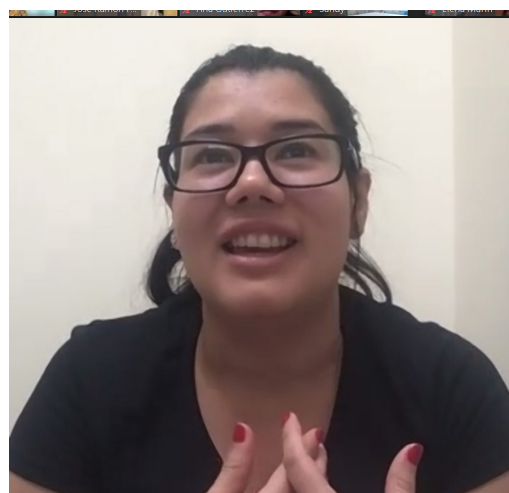
Featured Guest Speaker, José Ramón Fernández-Peña, MD, MPA, Welcome Back Initiative Director & Founder at the First Virtual Participants Meeting



Center staff and participants while attending the First Virtual Participants Meeting



Welcome and Orientation for New Participants



Internationally educated physician presenting her success story at the First Virtual Participants Meeting



## FY21 ACCOMPLISHMENTS

- Assisted sixteen participants secure twenty job placements in the health field in Maryland.
- Assisted five participants to start working as Registered Nurses (RNs) with an average increase in wages of 169%.
- Provided more than \$50,000 in financial aid in individual support and an additional \$30,000 for group and individual trainings.
- Assisted one internationally educated psychologist secure a 6-month internship required to become a Licensed Graduate Professional Counselor (LGPC).
- Accepted 16 new participants into the program; 12 nurses, 3 physicians, and 1 behavioral health professional. 10 of the nurses are Spanish speakers.
- Enhanced collaboration with key Workforce Stakeholders:
  - Participated in an interview as part of a University of Washington Center for Health Workforce Studies research study to explore systemic barriers and best practices for overcoming hurdles that affect internationally educated health professionals' career progressions.
  - Participated in and contributed to the Maryland Skilled Immigrant Task Force of the Maryland Department of Labor International Talent Group's effort to finalize a one-pager promoting the talent and benefits of hiring internationally educated professionals. Also, offered talking points to use when discussing skilled immigrants' assets with employers and other stakeholders. Continued participating, contributing and networking at its monthly meetings.
- Supported, empowered, and guided 137 Center internationally educated health professionals participants by providing the following services:
  - Delivered detailed information on the services offered at the Welcome Back Center to 20 individuals (11 nurses, 7 physicians, 1 dentist and 1 pharmacist) who contacted the Center.
  - Conducted a 2-hour first virtual group guidance and support meeting to 36 Center participants using the zoom platform to allow participants to virtually connect with peers; learn and develop skills on effective communication that will support a better transition to the Maryland health field workforce; learn from participants' success stories; and be informed on upcoming Center activities.



Media event to promote recruitment of Spanish-speaking participants

## PROGRAM MEASURES AND RESULTS

### Output Measures

96	Total participants	222	Hours of individual guidance and support to participants
128	Hours of individual time with participants related to workforce development	11	Hours of participants group guidance and support meetings
45	Participants received individual Financial Aid Services		

## PROGRAM MEASURES AND RESULTS

### Outcome Measures

#### Completed Credentials Evaluation and Licences

1

Completed credentials  
evaluation

5

Passed Nursing  
Licensure Exam as  
Registered Nurse

3

Obtained CNA license

#### Job Placement

10

Began working in the health  
field as Licensed Practical  
Nurse, Patient Care Technician,  
Certified Nursing Assistant,  
or other health related job in  
Maryland

5

Physicians secured  
employment in the health field

5

Now working in their profession  
as Registered Nurses in  
Maryland

#### Career and Economic Development Impact

169%

Average increase in wages  
(from entering program until  
hired as Registered Nurses)

### Quality of Service

#### Career and Economic Development Impact

91%

Participants satisfied with the  
Center (Overall Center Services  
Satisfaction survey\*)

*\*Result as per Overall Center Services Satisfaction survey administered online to evaluate the period July 2020 to June 2021 responded by 45 participants (39 nurses, 5 physicians and 1 behavioral health participants). Level of satisfaction with individual guidance and support was measured by an average of how satisfied participants were with the individual guidance and support offered by the Center staff person assigned to work with them as Client Assistance Specialist and the Workforce Development Coordinator.*

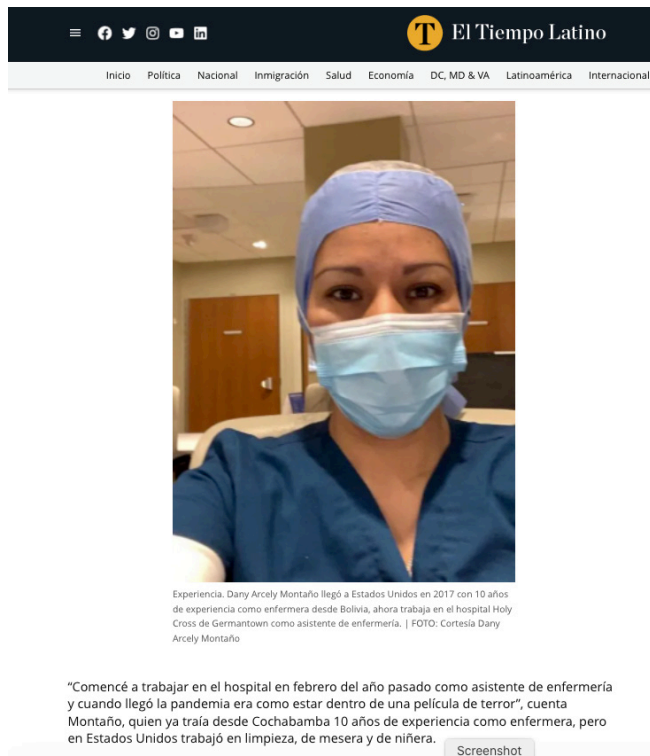
- Conducted a 1.5-hour Virtual Coffee session with 5 nurses to encourage peer support in their effort to pursue their first jobs in the health field and a 1-hour Virtual Coffee session with 5 physicians to provide an opportunity to network and share licensure and examination experiences and resources.
- Conducted four financial aid workshops including one 2-hour full version and three 1.5-hour refreshers to a total of 51 participants.
- Conducted two 1.5-hour virtual application information sessions in Spanish to a group of 31 internationally educated health professionals interested in joining the program.
- Provided more than 3,800 hours of trainings to Center participants, either individually or to groups, on the following subjects:
  - English as a Second Language (ESL) courses and English Communication Coaching
  - Entry level health courses for alternative career pathways as Certified Nursing Assistants
  - Maryland Board of Nursing required exams' preparation courses for Registered Nurse (RN) licensure:
    - English proficiency exams preparation courses
    - International English Language Testing System (IELTS) "crash course"
    - National Council Licensure Examination (NCLEX) exam preparation course for Registered Nurse licensure
    - Nurse Refresher course to activate the Registered Nurse License
  - United States Medical Licensing Examination (USMLE) Step 1 exam preparation courses for physicians
  - Job readiness preparation workshops and individual career coaching

- Transitioning to the U.S Health Workforce in Times of COVID-19 Training
- Managing Stress during COVID-19 and Beyond workshops
- How to use the virtual Zoom platform workshop

## CHALLENGES AND LESSONS LEARNED

The Center advanced its advocacy efforts to address challenges faced by Center participants in achieving the minimum required English proficiency exam score to pass, as established by the Board. We drafted a letter addressed to the Maryland Board of Nursing to request a meeting to discuss national best practices that the Board could consider for increasing Registered Nurse licensure acquisition success for internationally educated nurses. Adoption of even some of these recommendations by the Maryland Board of Nursing may align with Maryland's and neighboring states' national best practice standards and would help to tackle the ongoing challenge of added time needed by internationally educated nurses to return to work by joining the healthcare workforce as Registered Nurses in Maryland.

As of August 2020, one Center staff member was assigned to support the new *Por Nuestra Salud y Bienestar* initiative. Although this meant the Center suffered a reduction in labor hours dedicated to Center activities, services continued seamlessly because we hired a consultant and remaining Center staff pitched in to cover where needed.



Inicio Política Nacional Inmigración Salud Economía DC, MD & VA Latinoamérica Internacional

**Experiencia.** Dany Arcely Montaño llegó a Estados Unidos en 2017 con 10 años de experiencia como enfermera desde Bolivia, ahora trabaja en el hospital Holy Cross de Germantown como asistente de enfermería. | FOTO: Cortesía Dany Arcely Montaño

"Comencé a trabajar en el hospital en febrero del año pasado como asistente de enfermería y cuando llegó la pandemia era como estar dentro de una película de terror", cuenta Montaño, quien ya traía desde Cochabamba 10 años de experiencia como enfermera, pero en Estados Unidos trabajó en limpieza, de mesera y de niñera.

Screenshot



Inicio Política Nacional Inmigración Salud Economía DC, MD & VA Latinoamérica Intern

**Ana Ramírez Salazar: "Necesitamos más enfermeras latinas"**

por Redacción  
abril 30, 2021

Screenshot

The Spanish-language newspaper *El Tiempo Latino* published inspiring stories of Welcome Back Center participants: (l) Ana Ramírez Salazar, a former Center participant and (r) Dany Aracely Montaño, a current Center participant.

# SPECIAL PROJECTS

## *Por Nuestra Salud y Bienestar*



The [\*Por Nuestra Salud y Bienestar\*](#) initiative was created in response to a proposal developed by the Latino Health Steering Committee to address the needs of the Latino community during the COVID-19 pandemic. A special appropriation was issued to deploy culturally proficient health resources, testing, vaccinations, and public education in areas of Montgomery County where the Latino community was hardest hit by the COVID-19 pandemic. Sponsored by the Offices of the County Executive Marc Elrich and Councilmembers Nancy Navarro

and Gabriel Albornoz, this initiative is a private-public partnership along with these seven community organizations: [Mary's Center](#), [Proyecto Salud Clinic](#), [Care For Your Health](#), [Mansfield Kaseman Health Clinic](#), [CASA](#), the [UpCounty Hub](#), and [Identity, Inc.](#)

The Latino Health Initiative played a key role managing, directing, and coordinating the activities of this effort. Program staff and volunteers of the Latino Health Initiative were deployed to support all the components of *Por Nuestra Salud y Bienestar*.

The *Por Nuestra Salud y Bienestar* initiative is a one-stop wrap-around services program addressing the health and human needs of the Latino community during the COVID-19 pandemic and includes:

- COVID-19 testing and vaccination
- Clinical follow-up
- Case management
- Community mental health
- Outreach and education: Health Promoters and Youth Ambassadors
- HELPLINE: 301-270-8432
- Communication campaign



## FY21 ACCOMPLISHMENTS

The efforts of *Por Nuestra Salud y Bienestar* have contributed to closing the racial and ethnic gap in vaccinations by 18 points among Hispanic and non-Hispanic White residents since April 2021. The Latino community continues to get vaccinated at a faster pace than the White population in the county.

### COVID-19 testing and vaccination

The aim of the *Por Nuestra Salud y Bienestar* service model is to reach the community where they are. This initiative offered testing at convenient community locations throughout the County. The criterion for selecting testing sites was higher incidence geographic areas where testing services were offered seven days a week, outside of business hours. *Por Nuestra Salud and Bienestar* clinical partners offered an average of 20 testing events per week.

Supported by the Latino Health Initiative, *Por Nuestra Salud y Bienestar's* clinical partners started administering adult COVID-19 vaccines, in accordance with Montgomery County's guidance in March 2021.

- Administered 18,701 vaccines
  - Johnson & Johnson: 821 (Only 1 dose)
  - Moderna: 5,502 (1st dose: 2,806 + 2nd dose: 2,696)
  - Pfizer: 12,379 (1st dose: 7,107 + 2nd dose: 5,272)
- Hosted a total of 242 vaccination events

### Case management services

Through *Por Nuestra Salud y Bienestar*, we provided emergency stabilization supports to the most vulnerable Latino residents in Montgomery County. Many of these residents were undocumented and had been unemployed or underemployed as a consequence of the COVID-19 pandemic.

Our initiative served clients managing a variety of challenges: testing positive for COVID-19; suffering health emergencies; undergoing mental health crises; pregnant women not receiving prenatal care; families who lost a loved one to COVID-19; and others facing eviction, utilities disconnections, or food emergencies.

Since August 2020, our Initiative

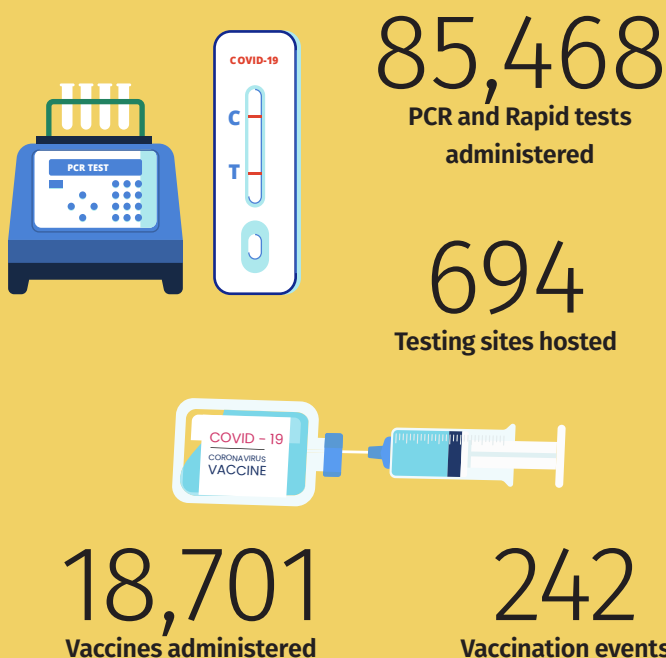
- Served: 12,242 clients
- Provided: 9,821 referral services

### Community Mental Health

We conducted over 30 training and coaching sessions in English and Spanish for program staff, partners, and health promoters on topics related to dealing with the behavioral, emotional, and mental health aspects of COVID-19. These trainings aimed to support the challenges encountered by the team while serving the Latino community during the pandemic.

### Helpline (301) 270-8432

The Helpline was open Monday through Friday from 9 am to 7 pm to provide information, resources and referrals to services and testing





and vaccination as well as benefits and services provided by Montgomery County and information. The Helpline

- Received: 30,350 calls
- Provided: 42,958 referrals

More than 95% of the inquiries were in Spanish.

## Outreach and Education

We conducted an intense community outreach and engagement campaign with Health Promoters and Health and Safety Ambassadors to provide information and education on COVID-19, preventable measures, referrals to testing and vaccination events, and to case management or other County health and social services.

Health Promoters are comprised of a cadre of over 50 promoters who conducted outreach at grocery stores, laundromats, churches, apartment complexes, and strategic door to door outreach, ahead of events throughout the County seven days a week. At testing and vaccination events, they greeted people, helped with registration, logistical support, and provided on-site education.

To reach younger Latino residents, *Por Nuestra Salud y Bienestar* expanded its community outreach efforts to include Health and Safety Ambassadors, who are between 16 and 22 years old. They complemented the work of the Health Promoters by using their networks to raise awareness of COVID-19. In addition, they started the implementation of a survey to gain insights on attitudes and behaviors toward receiving COVID-19 vaccines. The survey started in June



2021 and continued into the next fiscal year. Survey results informed future messages and outreach activities.

## Communication campaign

We used a 360 degree approach in communication engaging television, radio and social media platforms ([Facebook](#), [Instagram](#)) to share messages on COVID-19 prevention and the importance of testing and vaccination. The star of *Por Nuestra Salud y Bienestar*'s marketing campaign is "[Abuelina](#)" (grandma in endearing Spanish terms) and her family, who through [public service announcements](#) have captured the hearts and minds of the Latino community. *Abuelina* won an Emmy Award on July 2021.

## HUBS Activities

HUBS are a partnership of eight community-based organizations and the Department of Health and Human Services, with collaboration from other non-profit partners to serve Montgomery County residents in need of food and other resources.

***Our Health Promoters and Safety Ambassadors reached over 226,000 people and generated more than 93,000 referrals.***

***Por Nuestra Salud y Bienestar allocated a total of \$1,778,873 to support HUBs and its partner organizations.*** Funds were used to cover infrastructure needs, including hiring of bilingual (English/Spanish) staff, case management and other services, culturally appropriate food, and other operational expenses.



# OTHER LATINO HEALTH INITIATIVE HIGHLIGHTS

**Access and Navigation Services**

**Social Media**

**Other Media Outlets**

# Access and Navigation Services

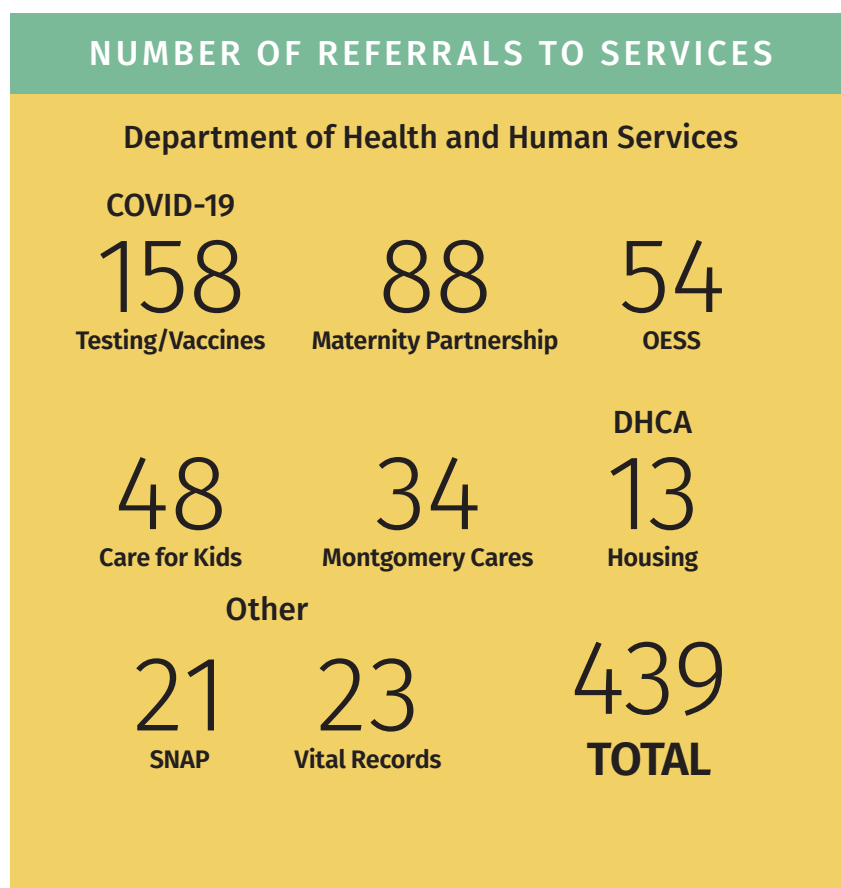
The Latino Health Initiative's Access and Navigation Services aim to enhance access to quality healthcare and social services for county residents with limited English proficiency and literacy.

A main part of our client and community engagement work is to assist callers directly in a culturally and linguistically appropriate manner to overcome access barriers, such as those pertaining to language and health literacy. By engaging county residents one-on-one by phone, email, text, or social media, we can better understand their individual needs and provide them with customized information for accessing critical services. In some cases, we provide extensive assistance through follow-up calls and facilitated referrals to provide clients with "warm handoffs" to service providers. After we have assisted clients, we also track client inquiries to monitor community needs, identify service gaps, and inform future community outreach strategies and interventions.

Clients often express that it is confusing trying to keep track of the various phone numbers that exist for services within the county, but that they can always count on the Latino Health Initiative to direct them to where they need to go to resolve their service or information need. Staff serve as liaisons for callers, ensuring clients' information and service needs are met.

## FY21 ACCOMPLISHMENTS

- Enhanced access to the county's Maternity Partnership Program by promoting the program through social media, the Latino Health Initiative website, and personalized assistance.
- Made a total of 439 referrals (see below), representing a variety of client inquiries, from straightforward information and referrals to more complex navigation with follow up support.



## CHALLENGES AND LESSONS LEARNED

Even when information resources are available to clients (e.g., flyers, social media posts), taking action can be difficult or impossible when clients have limited language literacy, even in Spanish. Providing tailored follow-up and support allow us to meet these client needs.

News of internal county process changes do not always reach every resident. For example, residents interested in applying for certain county benefits must now contact the Office of Eligibility and Support Services (OESS) by phone or online, rather than in-person. Sharing information like this with residents has enhanced access and customer satisfaction.



**¿Amiga, estas EMBARAZADA?**

**El COVID-19 puede ser PELIGROSO para tu embarazo, para ti and para tu BEBE.**

**El cuidado prenatal es muy importante. ¡NO tengas Miedo!**

**Queremos Ayudarte  
(240) 773-8293**

*El programa Alianza Maternal brinda acceso a servicios médicos a bajo costo o gratis para mujeres embarazadas.*

Maternity Partnership Program post shared via social media platforms, the Latino Health Initiative's website, and personalized assistance

# Social Media

In pursuit of expanding our connections with the Latino community in Montgomery County, the Latino Health Initiative continued to strengthen its presence on social media including on Facebook ([@LatinoHealth](#)) and Instagram ([@Latinohealthinitiative](#)).

The Latino Health Initiative-led COVID-19 initiative, *Por Nuestra Salud y Bienestar*, has drawn significant attention to our social media content. Posting relevant, informative, and visually engaging content for Latinos, in Spanish and English, this has led to the number of people following our social media pages to grow month after month.

As the COVID-19 pandemic engulfed the world, demand for quick and reliable information and updates on accessing healthcare, food resources, and other community resources did not relent. During this crisis, lack of awareness and knowledge and misinformation placed Latino community residents at higher risk. Our priorities continue to be to disseminate easy-to-understand information and to debunk misinformation that undermines public health and safety, and to do it in various forms, whether through infographics, videos, sound bites, Facebook live events, or printed flyers. This is how we continue to meet the community “where they are.”

Information we share via social media includes:

- Asthma management sessions
- Client navigation services for pregnant women
- COVID-19 prevention
- COVID-19 updates and live events
- COVID-19 vaccine safety
- Daily COVID-19 testing sites
- Daily food distribution sites
- *Por Nuestra Salud y Bienestar* initiative services
- Vaccination event calendars
- Zumba classes
- Other Department of Health and Human Services, Montgomery County Public Library, and Montgomery County Public Schools information

## SOCIAL MEDIA OUTREACH MEASURES - JULY 2020-JUNE 2021

	 <b>@LatinoHealth</b>	 <b>@Latinohealth initiative</b>
<b>TOTAL VISITORS</b> who saw any content from the page or about the page, including posts, stories, ads, and information from people who interacted with the page	296,431	8,057
<b>POSTS</b> (Includes photos, videos, live streaming, links, and text)	1,194	737
<b>FOLLOWERS</b>	2,067	367

## Other Media Outlets: Conference, Television, Radio, and more ...

The Latino Health Initiative Senior Program Specialist of Community Programs participated in a plenary presentation at the Health Literacy Annual Research Conference (“Reaching the Hispanic Community in Times of Crisis”) on October 19-21, 2020 (<https://learn.healthliteracysolutions.org/hlia20-speakers>).

On June 4, 2021, our own Gianina Hasbun, appeared as guest on the show, “Seniors Today,” hosted by Katie Smith. On the show, Katie Smith also talked with Arlee Wallace from Montgomery County’s African American Health Program and Betty H. Lam from Montgomery County’s Asian American Health Initiative.

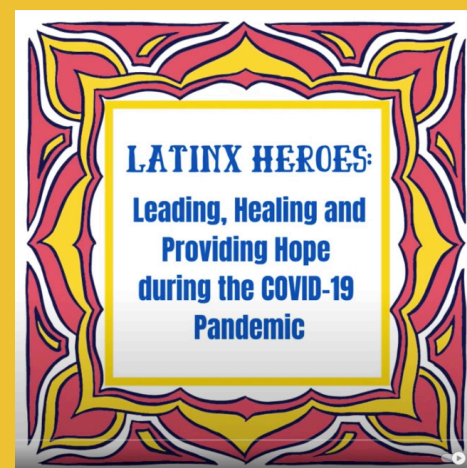
- Seniors Today: Resources for Vital Living  
<https://youtu.be/Dm5IZp3Tg6k>

The *Washington Post* featured the Welcome Back Center’s work in assisting internationally trained health professionals join the healthcare workforce in Maryland: “[As the pandemic rages, foreign-trained nurses hope to get back to work](#)” (by Dan Rosenzweig-Ziff, August 10, 2020).

Eleven Welcome Back Center participants were included in the 2020 Montgomery County Council Hispanic Heritage Month commemorative [video](#), “Latinx Heroes: Leading, Healing, and Providing Hope During the Pandemic,” featuring contributions of Hispanic frontline workers working to contain the COVID-19 pandemic.

The Spanish language newspaper, *El Tiempo Latino*, published inspiring stories of two Welcome Back Center participants in commemoration of National Nurses Week. Both were written by Olga Imbaquingo. The article on “[Ana Ramírez Salazar: ‘Necesitamos más enfermeras latinas’](#)” (“Ana Ramírez Salazar: ‘We need more Latina nurses’”), was published April 30, 2021. The second article, written about Dany Arcely Montaña a current Center participant, “[Enfermera de Maryland: ‘Atender a los pacientes es mi pasión y es un arte.’](#)” (Maryland nurse: ‘Seeing patients is my passion and it is an art’”), was published May 13, 2021.

[Montgomery County Council’s Facebook page](#), Radio América, and Telemundo conducted events to promote the recruitment of Spanish-speaking nurses to become Welcome Back Center participants.





# Funds Received and Invested

During FY21, Montgomery County allocated \$2,147,767 (from its general funds) to the Latino Health Initiative. The County earmarked these funds to support Latino Health Initiative programmatic and operational activities. Due to a savings plan, \$87,171 were set aside from the Latino Health Initiative's budget.

Expenses for FY21 core appropriated funds are captured in the following broad categories:

- (1) programs and other activities, including contracts and in-house program expenses and
- (2) administrative expenses.

## **FY21 Contracts and In-House Program Expenses**

Contracts and in-house program expenses include those incurred by program staff, contractors, major programs, and activities (Latino Youth Wellness Program, *Vías de la Salud* Health Promoters Program, Asthma Management Program, Welcome Back Center of Suburban Maryland). This category accounts for 80.90% of the Latino Health Initiative's core budget expenditures.

The Office of Community Affairs handles funds appropriated to the System Navigator and Medical Interpreter Program as well as the Family Reunification Program. These funds are thus not included in this allocation.

## **FY21 Administrative Expenses**

Administrative expenses include operational ones, such as for the Latino Health Steering Committee, interpretation services, office equipment, supplies, printing, parking permits for staff, and mileage reimbursement. This category accounts for 2.66% of the Latino Health Initiative's core budget expenditures.

## **FY21 Leveraged Funds**

The Latino Health Initiative leveraged an additional \$100,000 for the Welcome Back Center of Suburban Maryland (Maryland Department of Labor).

# Partners and Collaborators

Athena Consulting

Adventist HealthCare:

Behavioral Health and Wellness Services:

Shady Grove Medical Center Rehabilitation –

Takoma

Urgent Care Unit

White Oak Medical Center

Advanced Nursing Home Support

BlackRock Center for the Arts

Capital City Nurses Home Health

Care for Your Health, Inc.

CASA of Maryland

Casa Ruben

CentroNía

CHEER

City of Gaithersburg

Coalitions Home, Inc.

Commission on Graduates of Foreign Nursing  
Schools (CGFNS)

ConnectRN

Consulate General of El Salvador

Consulate General of Guatemala

Cornerstone Montgomery

Downtown Wheaton Business Association

East County Hub at Kingdom Fellowship Church

Gaithersburg CARES Hub at Seneca Creek  
Community Church

Gilchrist Immigrant Resource Center

Guru Gobind Singh Foundation

HealthPro Consulting, LLC

Hebrew Home of Greater Washington

Holy Cross Health:

Holy Cross Hospital – Silver Spring

Holy Cross Hospital – Germantown

Holy Cross Health Center – Gaithersburg

Howard University Hospital

Identity, Inc.

Iglesia Bautista Emanuel

Immigrant Professional Integration (IMPRINT)

Interfaith Works

Johns Hopkins Healthcare System COVID-19  
Mobile Vaccine Team and Suburban Hospital

Lakeforest Mall

Liberty Languages Services

ManorCare

Mansfield Kaseman Health Clinic

Mary's Center

Maryland Board of Nursing

Maryland Department of Labor:

Division of Workforce Development and  
Adult Learning

New Americans Initiative

Maryland Skilled Immigrant Task Force

Maryland SoccerPlex

Maryland Treatment Centers

Megamart Gaithersburg

Mid-County Consolidation Hub –  
Hughes United Methodist Church

Montgomery College:

Community Engagement Office

Health and Sciences Department

Workforce Development and Continuing  
Education:

Non-Credit American Pre-Academic and  
Professional English as a Second Language  
(ESL)

Health Sciences

Montgomery County Department of Health and  
Human Services:

Children, Youth, and Family Services

School Health Services

Behavioral Health and Crisis Services

Montgomery County Public Schools

Montgomery County Government –  
East County Regional Office

Montgomery Housing Partnership

Montgomery Village Foundation	St. Martin of Tours
Mother Seton Parish	St. Matthew Presbyterian Church
Oak Chapel Services Consolidation Hub – Oak Chapel United Methodist Church	St. Rose of Lima Catholic Church
Oak Chapel Services Consolidation Hub – Oak Chapel United Methodist Church in Silver Spring	Sunrise Senior Living
Primary Care Coalition of Montgomery County	The Upcounty Hub
Prince George’s Child Resource Center, Inc.	Transfiguration Parish
Proyecto Salud Clinic	United Medical Center Hospital
Ready Responders	Washington Adventist University
Rockville United Church	Welcome Back Initiative
Rockville United Methodist Church	Westfield Mall – Wheaton
Sheppard Pratt Health System/Addiction Services	Wheaton COVID Community Committee
St. Camillus Catholic Church	WorkSource Montgomery, Inc. American Job Centers
St. Catherine Laboure Catholic Church	World Education Services

# Latino Health Steering Committee Members

**Suyanna Kinhaes Barker, Dr. P.H.**

La Clínica del Pueblo  
Washington, D.C.

**Fernanda Bianchi, Ph.D.**

Community Activist  
Chevy Chase, MD

**Raul Barrientos, D.D.S., M.B.A., M.P.H.**

Community Activist  
Olney, MD

**Olivia Carter-Pokras, Ph.D.**

University of Maryland School of Public Health  
College Park, MD

**Norma Colombus**

Community Activist  
Silver Spring, MD

**Monica Escalante, M.S.M., M.S.P.P.**

Montgomery Hospice  
Rockville, MD

**Maria S. Gómez, R.N., M.P.H.**

Mary's Center for Maternal and Child Care, Inc.  
Washington, D.C.

**Rosa Guzman**

Community Activist  
Martinsburg, WV

**Michelle La Rue, M.D.**

Senior Manager Health and Social Services  
CASA de Maryland  
Silver Spring, MD

**Anna Maria Izquierdo-Porrera, M.D., Ph.D.**

Care for Your Health, Inc.  
Silver Spring, MD

**Evelyn Kelly, M.P.H.**

Institute for Public Health Innovation  
Washington, D.C.

**Rose Marie Martinez, Sc.D.**

Community Activist  
Silver Spring, MD

**J. Henry Montes, M.P.H.**

Community Activist  
Potomac, MD

**Cesar Palacios, M.D., M.P.H.**

Proyecto Salud  
Wheaton, MD

**Eduardo Pezo, J.D., M.A., M.P.H.**

Montgomery County Activist  
Kensington, MD

**Patricia Rios, M.P.H.**

Community Activist  
Bethesda, MD

**Grace Rivera-Oven, B.S.**

Community Activist  
Germantown, MD

**Maria Elena Rocha**

Community Activist  
Silver Spring, MD

**Diego Uriburu, M.S.**

Identity, Inc.  
Gaithersburg, MD

# Latino Health Initiative Staff

## **Luis R. Aguirre, M.D.**

Senior Program Specialist  
Latino Health Initiative

## **José Amaya**

Client Assistance Specialist  
Welcome Back Center of Suburban Maryland

## **Daisy D. De Leon, B.S.**

Community Health Educator  
Latino Health Initiative

## **David Del Pozo, M.B.A.**

Program Manager  
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## **Saba Desta, M.P.H.**

Office Services Coordinator  
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## **Paola Fernan-Zegarra, M.D., M.B.S.**

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## **Ana Harvey**

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## **Gianina Hasbun, M.A.**

Senior Program Specialist  
Latino Health Initiative

## **Ingrid Lizama, B.S.**

Community Health Educator  
Latino Health Initiative

## **Ana Mejia, B.A.**

Workforce Development Coordinator  
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## **Sonia E. Mora, M.P.H.**

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Welcome Back Center of Suburban Maryland

## **Viviana A. Ortiz, B.A.**

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Latino Health Initiative

## **Carmen I. Sáenz, M.S.**

Program Manager  
Welcome Back Center of Suburban Maryland

## **Mariana Serrani, M.A.**

Program Manager  
*Por Nuestra Salud y Bienestar*

## **Miriam Zamudio Coria, B.S.**

Program Coordinator  
*Por Nuestra Salud y Bienestar*

# Consultants

## **David Anderson**

International English Language  
Testing System (IELTS) Instructor

## **Communications Shop**

Digital Communications, Media  
Outreach & Placement, Branding &  
Storytelling

## **Creativo, Inc.**

Website & Media Development

## **Gwen Crider, M.P.A.**

Organizational Development,  
Diversity and Inclusion Strategist

## **Angelica Dizon, M.D., M.B.A.-HCM, M.S.N., B.S.N., R.N., N.P., N.P.-C**

Nursing Instructor

## **Jaqueline Hill**

Life Skills Trainer

## **Everly Macario, Sc.D., M.S., M.Ed.**

Writer and Editor

## **MS Associates, Professional English as a Second Language Communication Coaching**

Margo E. Stein

## **Nicolas Pena**

Communications, PR, & Media  
Specialist

## **Johanna Ponce-Torres, M.B.A.**

Financial Aid Services Support

## **Virginia Robles-Villalba, B.F.A.**

Graphic Designer

## **Robin Spence, M.A., M.P.A.**

Workforce Development Senior  
Technical Advisor

## **UgarCamp Consultants, LLC**

Program Development, Planning  
and Evaluation  
Carlos Ugarte, M.S.P.H.

## **Victoria Wigodsky**

NGO Strengthening and  
Organizational Development  
Consultant

## **Jacquelyn A. Williams, B.A.**

Career Counseling Coach





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For more information visit [www.lhiinfo.org](http://www.lhiinfo.org)

