



Mid Bergen Regional Health Commission

Strategic Plan 2023 - 2026

Revised January 2024

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Mission, Vision & Purpose

The Mid Bergen Regional Health Commission was established in 1978 as a governmental organization offering various public health services to Bergen County communities. The Commission was formed by the founding member towns of Bogota, Englewood Cliffs, Leonia, New Milford, and River Edge to reduce taxpayer expenses through shared services. Over the years, the Commission has grown and now serves 15 municipalities.

Mission Statement

Mid Bergen Regional Health Commission aims to promote and protect the health and well-being of our municipalities by providing accessible, evidence-based, and comprehensive public health services. We strive to prevent disease, promote healthy behaviors, and address health disparities through education, outreach, and collaboration with our partners. Our dedicated professionals are committed to fostering a culture of wellness, equity, and resilience. Together, we are determined to empower individuals and communities to make informed decisions, leading to a healthier future for everyone we serve.

Vision Statement

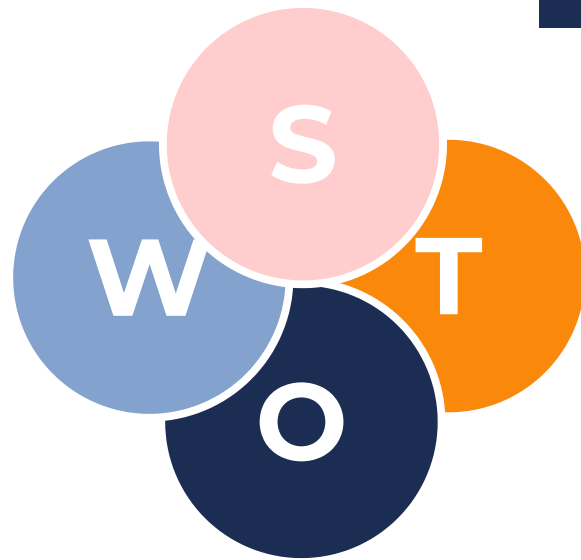
We envision a future where every individual, irrespective of their circumstances or origin, has equitable access to healthcare, a safe environment, and the resources and knowledge required to make informed choices that enable them to live healthy and satisfying lives. We are committed to excellence, collaboration, and proactive public health initiatives, which will inspire hope and resilience, creating a community where health disparities are reduced.

Values & Purpose

In line with our mission, we recognize that achieving and maintaining PHAB (Public Health Accreditation Board) accreditation is a key step towards ensuring the health and well-being of our community. We pledge to adhere to the highest standards of public health practice and continue our journey towards accreditation to provide our municipalities with the best possible public health services.

SWOT Analysis

The SWOT analysis carried out by the Mid Bergen Regional Health Commission serves as a crucial instrument for strategic planning, risk management, and continuous improvement in the healthcare sector. It is imperative to revisit and update the analysis periodically as the healthcare landscape is ever-changing.



Strengths

Committed Employees
Competitive Contractual
Agreements
Team Growth &
Innovation

Weaknesses

Employee Retention
Small Team

Opportunities

Building & Maintaining
Structure
Communication
Mentorship & Workforce
Development
Local Health Outreach &
Awareness

Threats

Fiscal Concerns
Legislative Impacts
Health Disparities
& Disease

Timeline & Implementation

Activity	Timeline	Participants
Brainstorm Mission, Vision, and Values	March 2023	Health Commission Leadership
SWOT Analysis & Objective Development	May 2023	Health Commission Leadership
Discussion of strategic plan and processes with commission staff	May - July 2023	Health Commission Staff, Mid Bergen Board
Strategic Plan Draft	August 2023	Health Commission Leadership
Strategic Plan Finalized	February 2024	Health Commission Leadership

Plan Implementation

- **Orientation of strategic plan to health commission board members and staff in March annually**
- **Sharing updates and deliverables via email and calendar**
- **Verbal communication at weekly team meetings**
- **Continuing education in areas relative to grant expectations and strategic plan**

Strategic Priorities

Strategic Priority 1: Disease Prevention & Control

- Goal 1: Increase vaccination rates within Mid Bergen jurisdiction
 - Objective 1.1: By December 31 of each year, coordinate and facilitate vaccination clinics to increase immunization rates
 - Strategy 1.1.1: By July 31, 2023, establish partnerships with local healthcare providers to administer vaccines
 - Strategy 1.1.2: By August 31, monitor and ensure vaccine availability in conjunction with Health Awareness Regional Program (HARP)
 - Strategy 1.1.3: By January 31 of each year, assess number of individuals vaccinated among target populations and create program revisions for the following year

Responsible: Health Officer, Health Awareness Regional Program

- Goal 2: Offer surveillance and early detection initiatives to ensure risk mitigation
 - Objective 2.1: Utilize disease surveillance system (CDRSS) to detect and track outbreaks by the end of each month
 - Strategy 2.1.1: By January 31 of each year, establish a rapid response team and protocols for outbreak investigations and control
 - Strategy 2.1.2: By December 31 annually, ensure clear protocols for coordination between local health departments, healthcare facilities, and emergency services have been met
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Responsible: Health Officer, Health Awareness Regional Program

- Goal 3: Prevent spread of vector-borne disease
 - Objective 3.1: Effectively implement a vector control and environmental management health program by December 31 annually
 - Strategy 3.1.1: By December 31 annually, conduct programs and hold tabling events that educate the target population on vector-borne disease such as Lyme disease, West Nile virus and more.
 - Strategy 3.1.2: By December 31 annually, distribute educational materials and products such as tick-repellent and tweasers to create awareness regarding personal protection measures
 - Strategy 3.1.3: By December 31 annually, monitor and respond to outbreaks as needed
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Responsible: Health Officer, REHS Team

- Goal 4: Reduce the incidence of chronic disease
 - Objective 4.1.1: By December 31 annually, conduct health education programs that focus on lifestyle modification and early detection
 - Strategy 4.1.2: Coordinate blood pressure and vital screenings in community centers for Mid Bergen residents through the Health Awareness Regional Program (HARP) by the end of each month
 - Strategy 4.1.3: By the end of every quarter, facilitate at least one CDP or nutrition education program at each Mid Bergen municipal senior center, library, civic center, school, or borough hall.
 - Strategy 4.1.4: Monitor and evaluate effectiveness of programs through data analysis and community feedback by the end of each program

Responsible: Health Officer, REHS Team, Health Education Team, Health Awareness Regional Program

- Goal 5: Reduce number of opioid related deaths
 - Objective 5.1.1: By December 31 annually increase mental health awareness and provide harm reduction education
 - Strategy 5.1.2: By the end of every quarter, provide at least one harm reduction training
 - Strategy 5.1.3: By August 31, 2023, provide an instructional manual to local health departments within Mid Bergen jurisdiction on obtaining free naloxone kits
 - Strategy 5.1.4: By December 31 annually, distribute harm reduction equipment such as fentanyl test kits and naloxone kits to Mid Bergen municipalities
 - Strategy 5.1.5: By the end of each month, provide community linkage and social service support in response to municipality and resident request

Responsible: Health Education Team

Strategic Priority 2: Sustainability

- Goal 1: Increase advocacy partners to prioritize and accomplish health outcomes in a collaborative way
 - Objective 1.1: By December 31, 2023, Mid Bergen will have an increase of 10 community partners to aid in the strengthening of partnerships and health outcomes
 - Strategy 1.1.1: Identify like-minded organizations and partners that can contribute
 - Strategy 1.1.2: Conduct and facilitate meetings sharing overall value in partnership
 - Strategy 1.1.3: Establish memoranda of understand as needed

Responsible: Leadership, Health Education Team

- Objective 1.2: Advance public health through policy and advocacy
 - Strategy 1.2.1: By January 31, 2024, explore emerging policy areas including Social Determinants of Health, health equity, and areas identified in the CHIP.
 - Strategy: 1.2.2: By April 30, 2024, leverage partnerships to advance advocacy issues

Responsible: Leadership

- Goal 2: Recruit, hire, retain, and train capable and diverse workforce employees
 - Objective 2.1: By January 31, 2024, create a professional development plan that emphasizes staff engagement and growth
 - Strategy 2.1.1: By November 30, 2023, assess current staff development process
 - Strategy 2.1.2: By March 31, 2024, update staff development process as a result of analysis
 - Strategy 2.1.3: By April 30, 2024, assure staff development plan includes health equity objectives that improve culture and capacity

Responsible: Leadership

- Objective 2.2: By June 30, 2024, explore alternative methods for recruiting diverse individuals for MBRHC positions if needed
 - Strategy 2.2.1: By March 31, 2024, survey local health departments on recruitment processes
 - Strategy 2.2.2: By April 30, 2024, research hiring tools
 - Strategy 2.2.3: By August 31, 2024 pilot new recruitment tools as applicable

Responsible: Leadership

Strategic Priority 3: Health Education & Health Promotion

- Goal 1: Assess and address community health needs
 - Objective 1.1: By June 30, 2023, analyze and implement the Bergen County Community Health Improvement Plan (CHNA/CHIP)
 - Strategy 1.1.1: By March 31, 2023, analyze and comprehend CHIP data recommendations for Bergen County residents
 - Strategy 1.1.2: By May 31, 2023, identify priority issues and populations within the MBRHC jurisdiction
 - Strategy 1.1.3: By July 31, 2023, formulate strategies, health campaigns, programs, and objectives internally and with community partners
 - Strategy 1.1.4: By December 31, 2023, facilitate programs and outreach that aligns with developed strategies and objectives to increase health equity and capacity

Responsible: Health Planner

- Goal 2: Expand health education team and programs
 - Objective 2.1: By July 31, 2023, address programming gaps and formalize educator team
 - Strategy 2.1.1: By August 31, 2023, hire 2 new additional team members to join the health education team
 - Strategy 2.1.2: By September 30, 2023, review and make changes to health education calendar as needed

Responsible: Leadership, Health Planner

- Goal 3: Update digital media and marketing for usage and dissemination
 - Objective 3.1: Create digital media and website changes as needed
 - Strategy 3.1.1: By August 2023, Mid Bergen will have hired a vendor to support digital media enhancements
 - Strategy 3.1.2: Project manager will update social media weekly and as needed to ensure equitable access to health information
 - Strategy 3.1.3: By May 31, 2024 the technology consultant will have been trained on any and all updated digital media platforms

Responsible: Health Planner

Strategic Priority 4: Quality Improvement

- Goal 1: Enhance interdepartmental and jurisdiction quality improvement
 - Objective 1.1: By December 31 annually, and by each contractual agreement, all environmental health needs and inspections will have been met
 - Strategy 1.1.1: Registered environmental health specialist will coordinate with municipal stakeholders and the health officer to ensure local ordinances are enforced and inspections are complete on a monthly basis

Responsible: Health Officer, REHS Team

- Objective 2.1: By December 31, 2024, implement quality improvement work plan to build staff competency and improvement initiatives
 - Strategy 2.1.1: By June 30 annually, complete work plan and develop appropriate progress reports

Responsible: Leadership

References

NAACHO Strategic Planning Guide

<https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/strategic-planning>

NAACHO Roadmap to Develop Shared Services Arrangements Between Local Health Departments and Health Centers

<https://phsharing.org/wp-content/uploads/2019/09/3-Roadmap.pdf>

Acknowledgements

Team Members

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