

# Township of Bloomfield Department of Health Strategic Plan 2025-2028



**Public Health**  
Prevent. Promote. Protect.

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Township of Bloomfield  
Department of Health

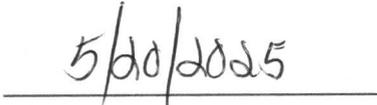


This plan has been approved and adopted by the Township of Bloomfield Board of Health at a public meeting on the dates indicated and the following individuals verify this adoption:

This Strategic Plan supersedes any previously written Strategic Plans.



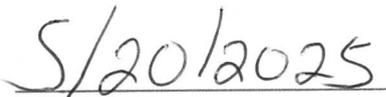
Kathleen DeMarino, President



Date



Maya Harlow, Health Officer



Date

Date	Revision Number	Description of Change	Pages Affected	Reviewed or Changed By

For questions about this plan, please contact:

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## Introduction

Strategic planning is essential for local health departments to effectively address community health needs, optimize resource allocation, foster collaboration, adapt to changing circumstances, ensure accountability, and engage the community in promoting and protecting public health.

The Bloomfield Department of Health (BDH) follows the New Jersey State Department of Health mandated activities through its “Best Practice Standards” and is dedicated to delivering the 10 essential public health services, which encompass the foundational public health services essential for safeguarding community well-being. With health equity at the core of its mission, the Health Department (HD) strives to ensure that every individual has access to the resources and opportunities needed to achieve optimal health outcomes. Through comprehensive programs, collaborative initiatives, and equitable distribution of services, the HD is committed to promoting and protecting the health and well-being of all members of the community.

This plan was created in June 2024 when BDH leadership identified the need for a plan incorporating the diverse needs of the community, especially following the response of the COVID-19 pandemic. Because the department was also in the middle of conducting a Community Health Assessment (CHA) – which has the potential to provide essential data and community input that may inform the department’s strategic priorities – it was determined that official adoption of the Strategic Plan was to occur when the assessment was complete.

## Mission, Vision, and Core Values:

Below are Mission, Vision, and Values for BDH intended to drive the objectives of the Department, including the Strategic Plan Priority Areas in this plan.

### Mission Statement:

To prevent disease and promote physical and mental well-being through policy development, disease detection, prevention, education, and enforcement; to do so in a culturally competent manner that ensures the highest quality of life for all of the residents served.

### Vision:

Creating healthy communities . . . by *promoting* healthy lifestyles, protecting the environment, and *preventing* disease.

### Values:

The core values of BDH serve as the foundation on which the Department operates. They dictate the ideals of each of the department’s individual employees.

Those values are as follows:

- Collaboration (internal and external)
- Respect (internal and external)
- Diversity
- Excellence
- Accountability
- Commitment
- Integrity

This plan aligns with the following plans and processes:

**Bloomfield Community Health Assessment (CHA):** the HD conducted its CHA during March – November 2024 and generated a comprehensive data-driven report on the behaviors, needs, and concerns of the township’s 52,948 residents. Over 200 residents completed the survey (offered online and on paper; in English, Spanish, and Haitian Creole. In addition, eight focus groups and 16 key informant interviews were conducted. The top five community health priorities identified through the Community Voices Survey are: housing instability and affordability; food security and nutrition; mental health and substance use disorders; healthcare access and insurance gaps; and transportation and mobility challenges. In addition, during the Community Health Improvement Planning (CHIP) process, Bloomfield community partners identified several key areas to focus on over the coming years; these include: improving access to preventive services, promoting mental health awareness, increasing access to healthy foods, and addressing housing insecurity.

- **Essex County Community Health Assessment:** BDH utilized Essex County’s 2022 CHNA findings that outlines Bloomfield’s (7.06% of total respondents) top health issues which were:
  1. Mental health issues
  2. Aging issues
  3. Obesity & overweight
- **BDH Workforce Development Plan (WFD):** previous core competency assessment results were taken into consideration for influencing newly proposed WFD training or processes.
- **BDH Performance Management System:** Monitoring and evaluation of Strategic Priority Area goals and objectives is done by the performance management system.

### Strategic Planning Process

A clear Strategic Planning process increases transparency, helping to build trust among employees, stakeholders, and the community. The following key activities highlight Bloomfield Department of Health’s inclusion of key stakeholders, fostering transparency and collaboration across different departments and levels of the organization.

- **Analyze**
  - A Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T) Analysis survey was completed by all levels of BDH staff.
    - The S.W.O.T analysis survey captured feedback on Mission, Vision, and Values for the HD.
    - The S.W.O.T analysis survey also captured information regarding external/environmental analysis.
- **Prioritize**
  - The results of the S.W.O.T. analysis were summarized and Strategic Priority Areas were set based on the findings. Strategic Priority Areas were proposed and presented to all BDH staff on June 25, 2024, for input.
  - The Priority Areas were presented to the Bloomfield Department of Health on August 15, 2024.
- **Set Goals**

- After BDH staff reviewed and agreed upon Strategic Priority Areas, goals were crafted per each priority area and shared with all staff on July 15, 2024.
- Objectives were then created per each goal, assigning measurable timeframes to monitor intended due dates.
- Approval and Adoption
  - The Strategic Plan was approved and adopted by the Township of Bloomfield Board of Health on \_\_\_\_\_
- Assign Tasks/Monitor
  - BDH staff is responsible for furthering the evaluation and monitoring of the Strategic Priority area goals and objectives in the performance management system. BDH staff responsible for monitoring performance management measures will assign responsible parties, timelines, and measures to each objective task, as indicated further in the Monitoring and Evaluation section of this plan (page \_\_\_\_).

### Strategic Planning Partners

It is crucial to include all levels of HD staff and decision makers in the Strategic Planning process to consider lived and worked experiences and to understand resource allocation capabilities. Those stakeholders involved in the process are as follows:

- Township of Bloomfield Board of Health
- All Bloomfield Department of Health Employees

### External Assessment: Environmental Analysis

As part of the overall strategic planning revision process, the HD staff conducted an External Assessment, or Environmental Analysis. The staff analyzed an inventory of the political, economic, social, and technological forces that influence the mission and goals of the Department, and how it functions. The result of the external assessment reveals the external opportunities and threats that confront the HD before identifying the agency's strategic priorities and goals.

#### Economic:

- Lack of sustainable funding sources

#### Technological:

- Lag in the use of new technologies
- IT restrictions
- Exponential advancements in technologies
- Lack of systematic data collection

#### Socio-cultural Changes:

- Increasing immigrant population

- Significant part of the population is Spanish speaking
- More personal responsibility for healthy living
- More emphasis on prevention of communicable disease
- More need for low-income housing
- Increased awareness and appreciation of diversity and inclusion
- Increase in underinsured adults and children alike

- Homelessness
- Lack of trust in government organizations
- Vaccination rates

**Environmental:**

- Extreme weather
- Increase in vector-borne diseases
- Lead risk

**Internal Assessment:**

**Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis**

As part of the overall strategic planning process, the Bloomfield Department of Health conducted a S.W.O.T analysis to identify internal strengths and weaknesses as well as external opportunities and threats. A summary of themes from the S.W.O.T analysis is shown below. This information, along with other inputs such as customer service data, community health assessment data, and community needs assessment data, provided the basis for identifying the agency's strategic priorities and goals.

As a frame of reference, the staff was asked to consider the following for each of the four areas:

**Strengths:** Things the health department does well and the resources it can draw on. Aspects such as skills, expertise, resources, reputation, unique selling points, or any other positive attributes were considered.

**Weaknesses:** Things the health department could improve. Limitations, skills gaps, lack of resources, poor processes, or anything hindering success or growth were considered.

**Opportunities:** Opportunities open to the health department. Trends to take advantage of, funding, emerging health threats, technologies, or new partnerships were considered.

**Threats:** Threats that could harm the health department. Economic issues, regulatory changes, and technical disruptions were considered.

By conducting a SWOT analysis and considering the relationship between strengths, weaknesses, opportunities, and threats, priorities can emerge naturally. The organization can then align its resources, efforts, and strategies towards addressing the areas that have the greatest impact and likelihood of success. Prioritizing based on the insights gained from a SWOT analysis ensures that limited resources are directed towards areas that will yield the most significant results and help BDH achieve its goals and objectives. Below is the summary of results of the SWOT Analysis exercise conducted with all department of health staff:

**Strengths:**

The health department's greatest strength is in its dedicated and qualified staff. Their reputation, particularly in nursing and health education, stands out as a significant asset. The department is praised for its access to resources and comprehensive training programs, contributing to its strong performance.

In terms of programs and services, the health department excels in various areas:

- Nursing services cater to the uninsured and underinsured through clinics.
- They conduct thorough compliance inspections and disease investigations.
- Health education and wellness programs, including both webinars and in-person events, are robust.
- Qualified staff and reputation in Health Education
- Community engagement initiatives like the Farmers Market, blood pressure clinics, and vaccination clinics are widely appreciated.
- Effective management of animal licensing and environmental health programs.
- Vital statistics and record-keeping are maintained meticulously.

Recent accomplishments include successful reaccreditation, the introduction of a Spanish food handlers' course, and the launch of the Green and Healthy Homes program. Community feedback highlights appreciation for the department's responsiveness, diverse program offerings, and active engagement efforts. Skilled, CHES-certified staff ensure targeted health education and promotion, maximizing community impact. Positive sentiments often focus on gratitude for the range of services provided, with specific commendations for in-person programs and health screenings.

**Weaknesses:**

The health department recognizes the need for increasing participation in health education programs, aiming to engage the community effectively. They acknowledge the need for professional growth opportunities for their staff, employing a need for further expanding skill sets. There's a growing demand for bilingual personnel within the department to cater to diverse community needs. Additionally, there's a recognized need for advanced technology and equipment, particularly health screening tools and skills in advanced data analysis.

However, internal processes vary in efficiency, with some areas requiring improvements in approval and processing times. Data entry processes are noted to be cumbersome and not streamlined, posing administrative hurdles that impact operational efficiency. These challenges highlight areas where the department seeks to enhance effectiveness through improved workflows and technology integration.

**Opportunities:**

- **Internal Relationships and Communication:** Strengthen the relationship between the health department and administration and improve overall communication and transparency within the department. Encourage open communication within the department.
- **Outreach and Inclusivity:** Expand homebound visits, establish partnerships for more disease screenings, provide more services in Spanish, and create programs targeting different generations, especially Gen Z and Millennials. Increase cultural awareness and inclusive events.

- **Digital Transformation:** Transition to a paperless system and increase the use of technology, such as tablets for data collection at events.

**Threats:**

The health department faces several challenges primarily centered around resource constraints and staffing issues. One of the key concerns is the potential depletion of funding, particularly with the risk of grant funds running out. This uncertainty poses a threat to the department's ability to sustain its current level of services and programs.

Office space and equipment present additional challenges, as there is a need to address space constraints and fulfill equipment requirements. The current limitations may hinder operational efficiency and the department's capacity to expand or improve its services.

Other threats include increased communicable disease outbreaks, severe weather events, drug misuse and abuse issues in the community, and mental health issues within the community.

**Strategic Priorities, Goals, and Objectives**

Strategic Planning Priority Areas are determined after considering the External and Internal Analysis results. Priority Areas are created with a focus on internal processes and objectives that are reasonable and achievable considering the capacity of the department and the immediate resources available.

Below are the priority areas identified by the Health Department after assessing the results of the 2024 S.W.O.T Analysis. On June 26, 2024, BDH staff reviewed the S.W.O.T Analysis summary and agreed upon the following Strategic Priority Areas and Goals:

**Priority Area A: Enhancing Community Engagement and Health Programming**

**Year 1: (2025)**

- Goal 1: Increase attendance at health education webinars and in-person events by 20% within the next year.
  - Market upcoming health programs across at least two (2) community-facing platforms by August 2025.
  - Evaluate attendance quarterly (July 2025, October 2025, January 2026, April 2026) and adjust strategies as needed.
- Goal 2: Establish partnerships with local community organizations to offer increased chronic health condition screenings.
  - Implement at least 1 blood pressure screening per year with a partner organization by December 2025.
  - Implement at least 1 blood glucose screening per year with a partner organization by December 2025.
  - Implement at least 1 cancer screening per year with a partner organization by December 2025

**Year 2: (2026)**

- Goal 1: Implement consistent program planning, implementation, and evaluation.
  - Utilize CHES-certified staff expertise to plan all new programs on an ongoing basis.
  - Utilize CHES-certified staff expertise to evaluate all new and existing programs on an ongoing basis.
- Goal 2: Develop culturally tailored health education materials and resources in multiple languages to reach non-English speaking residents.
  - Form a CHES- certified staff lead working group to assess community needs and develop materials by June 2026.
  - Roll out the initial set of materials by December 2026.

**Year 3: (2027)**

- Goal 1: Continue to refine and expand partnerships and educational materials based on feedback and ongoing community engagement assessments throughout 2027.

**Year 4: (2028)**

- Goal 1: Utilize virtual platforms for health education programs to alleviate the need for physical space.
  - Implement at least 2 CHES-certified lead virtual Health Education programs annually.

**Priority Area B: Improving Systematic Data Collection Processes**

**Year 1: (2025)**

- Goal 1: Implement a division-specific customer satisfaction survey.
  - Divisions to identify 1 question specific to ensuring satisfaction by September 2025.
  - Implement department-wide customer satisfaction survey with additional questions by December 2025.

**Year 2: (2026)**

- Goal 1: Implement a performance management system to reduce accessibility of information across all levels of staff.
  - Revise Performance Management System Procedures by December 2026.
  - Implement division-specific data sharing at all staff meetings by December 2026.

**Year 3: (2027)**

- Goal 1: Conduct a comprehensive review of internal policies and procedures to identify and eliminate bottlenecks and inefficiencies.

- Form a review committee and conduct assessments throughout 2027.
- Update policies and procedures based on findings by December 2027.

**Year 4: (2028)**

- Goal 1: Monitor and evaluate the effectiveness of new processes and adjust as necessary based on feedback and performance metrics throughout 2028.

**Priority Area C: Addressing Staff Capacity and Workforce Development**

**Year 1: (2025)**

- Goal 1: Provide bilingual training programs for staff members to enhance communication and service delivery to diverse community groups.
  - Identify training needs and develop a bilingual training curriculum by June 2025.
  - Implement initial training sessions by December 2025.

**Year 2: (2026)**

- Goal 1: Implement professional development plans for staff to acquire advanced skills.
  - Conduct new Core Competency Assessments and create individualized development plans by September 2026.
  - Provide opportunities for staff to attend at least 1 professional development conference or workshop by December 2026.
  - Identify opportunities for current staff to obtain CHES certification as part of their professional development on an ongoing basis.

**Year 3: (2027)**

- Goal 1: Establish process to inform BDH staff of training opportunities aligned with departmental priorities.
  - Leadership to inform all pertinent staff of all training opportunities offered by professional organizations (NJACCHO, NJSOPHE, NJEHA, NJAPHNA) on a quarterly basis (January 2027, April 2027, July 2027, October 2027).

**Year 4: (2028)**

- Goal 1: Evaluate the impact of training programs with Core Competency Surveys conducted every 2 years, starting in January 2028.
- Goal 2: Continue to expand partnerships and training offerings based on identified needs and feedback annually throughout 2028.

**Plans for Evaluation**

The Bloomfield Department of Health Strategic Plan is evaluated by using the performance management system. BDH uses VMSG to track key performance indicators (i.e. measures) based on the goals and objectives set in the “Strategic Priorities, Goals, and Objectives” section. VMSG will use the following workplan as a guide to track and monitor successful completion of objectives. Assigning tasks to specific HD employees per each objective is crucial to assure accountability.

This plan shall be updated every 4 years.

**Work Plan Timeline for Health Department Initiatives:**

A workplan timeline allows the Health Department to visualize tasks in a chronological manner to ultimately prioritize Strategic Planning activities accordingly. (See the HD’s Performance Management Plan to further assign tasks with deadlines)