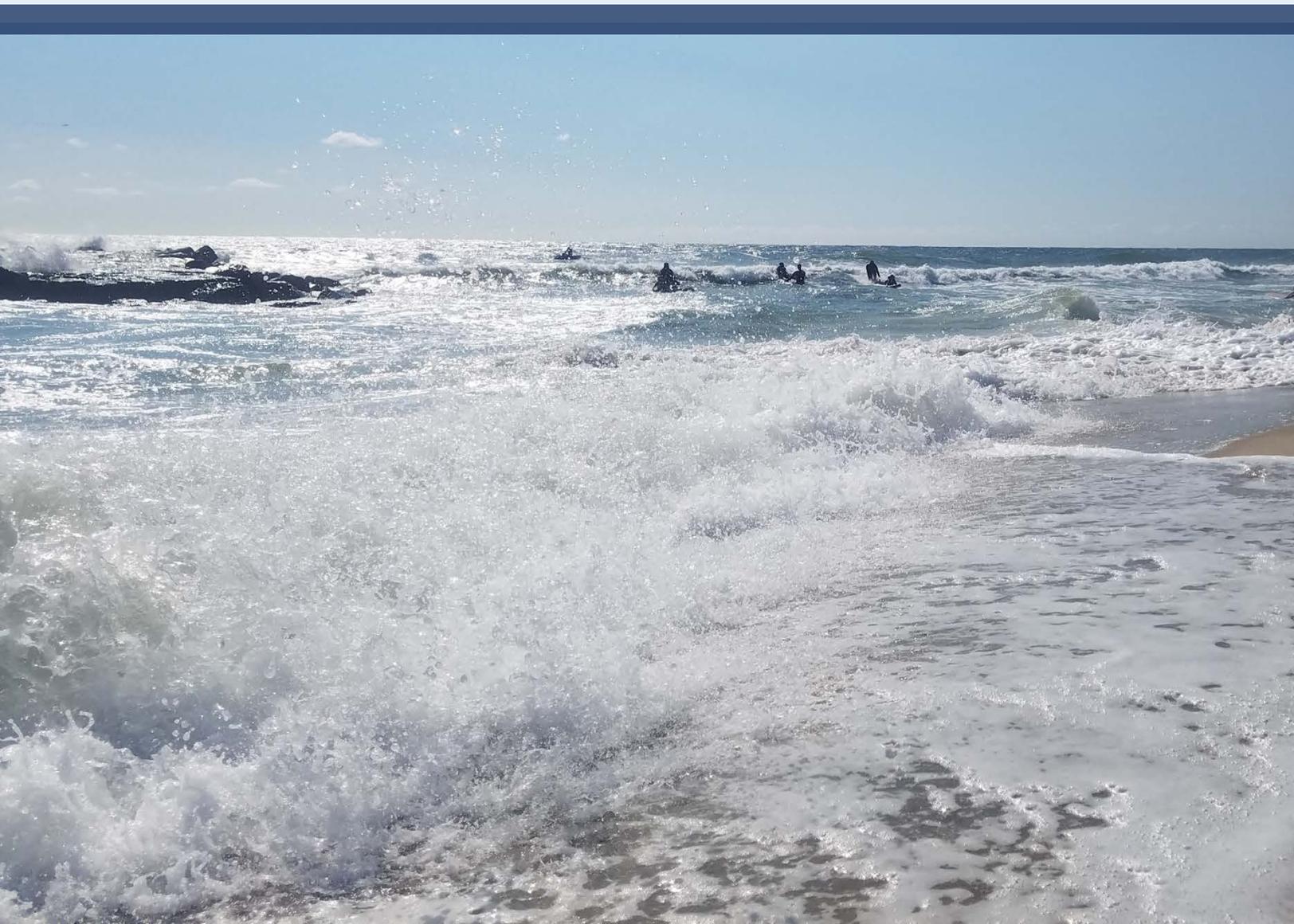


# 2018-2023

## STRATEGIC PLAN

MONMOUTH COUNTY HEALTH DEPARTMENT



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# A LETTER FROM THE HEALTH OFFICER



Dear Community Members,

I am pleased to present to the Monmouth County community the Monmouth County Health Department's strategic plan for 2018-2023. The Health Department is dedicated to serving our Board of Health member towns and their residents. The ten essential public health services is the foundation of the work our staff does on behalf of our citizens. The three strategic priorities for the department's strategic plan are as follows:

1. Healthy Lifestyles
2. Lead Poisoning Prevention and Awareness
3. Department Organizational Structure and Community Engagement

These three priorities were selected by evaluating the Monmouth County Community Health Needs Assessment and the Community Health Improvement Plan in addition to aligning the department's strategies to assist in obtaining national accreditation through the Public Health Accreditation Board (PHAB).

The Monmouth County Department of Health offers a wide array of public health services and programs to the communities we serve. This strategic plan will further assist us in targeting certain services where a need has been defined and to streamline procedures and processes to ensure program quality and efficiency.

I would like to thank the Monmouth County Board of Health members and the Monmouth County Board of Chosen Freeholders for their continued support of the Department of Health and our mission to empower the residents of Monmouth County to achieve optimum health through the provision of the ten essential public health services.

Thank you for your continued support of the Health Department in meeting the community's public health needs.

Sincerely,

Christopher P. Merkel

## MISSION

To empower residents of Monmouth County to achieve an optimal quality of environment and health.

## VISION

To stand at the forefront of public health, to identify health disparities and forge innovative health solutions, and to advocate for, protect, and improve our community and environment.

## VALUES

### “THE FIVE E’S”

**Empathy:** For one another and others we serve, to inspire greatness

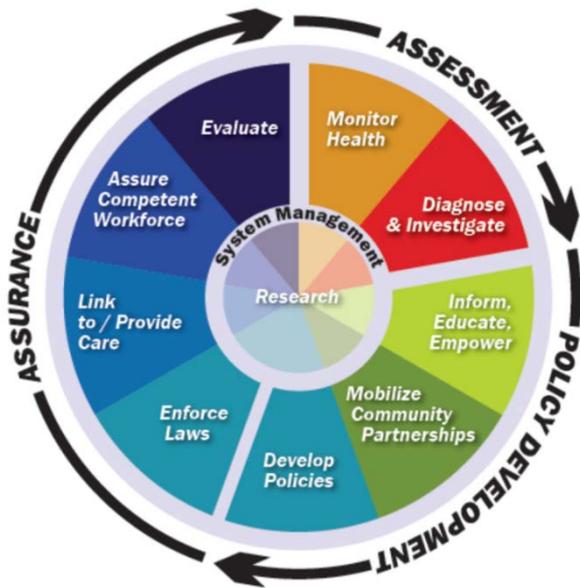
**Education:** Inform on policies and procedures, communicate on health issues, internally evaluate, continue research

**Equitability:** Positive impact on individuals and communities, honest and ethical practices, treat others with dignity and respect, enact fairness throughout our communities

**Empowerment:** Support by listening and responding, strength for education and safety

**Expansion:** Internal and external partnership, collaboration of skills and knowledge, innovative solutions

# THE 10 ESSENTIAL PUBLIC HEALTH SERVICES



**The Monmouth County Health Department’s mission is to empower residents of Monmouth County to achieve optimum health through the provision of the ten essential public health services.**

1. Monitor health status to identify community health problems.
2. Diagnose and investigate health problems and hazards in the community.
3. Inform, educate, and empower people about health issues.
4. Mobilize community partnerships to identify and solve health problems.
5. Develop policies and plans that support individual and community health efforts.
6. Enforce laws and regulations that protect health and ensure safety.
7. Link people to needed personal health services and assure the provision of health care when otherwise unavailable.
8. Assure a competent public health and personal healthcare workforce.
9. Evaluate effectiveness, accessibility and quality of personal and population-based health services.
10. Research for new insights and innovative solutions to health problems.

# MONMOUTH COUNTY DEMOGRAPHICS

Monmouth County, located in Central New Jersey, is the fourth largest County in New Jersey by population, and fifth in square miles. It has a total of fifty-three municipalities, with an estimated population of 625,846 in 2016. Annually, Monmouth County sees about 6 million tourists each year. The County has a diverse landscape that includes farmlands, wetlands, forests, and beaches. Monmouth County can be characterized as containing areas deemed suburban, rural, and urban. The median age of county residents is 43 years old. The median household income is \$90,226 with approximately 4.5% of households in the County live below the poverty line.

## HEALTH DEPARTMENT OVERVIEW

The Monmouth County Board of Health, established in 1978, is composed of nine citizen members who are appointed by the Monmouth County Board of Chosen Freeholders. The Board's function is to establish policy and govern the services provided by the Monmouth County Health Department. The Health Department is located in Freehold Township, New Jersey and serves over 280,000 residents in 26 of the 53 municipalities in Monmouth County. The department's organizational chart can be found at **Appendix-4** and its principal activities are listed below:

- Administrative and organizational management services, including but not limited to planning, organization, public health staffing, coordination and response, budgeting and evaluation
- Enforcement of public health and environmental laws and regulations
- 24/7 surveillance, detection, and epidemiologic response to potential bioterrorism incidents or outbreaks of infectious disease
- Communicable disease control
- Management and operation of the New Jersey LINCS Health Alert Network
- Public Health Emergency Preparedness Planning
- Maternal child health services
- Clinical primary and secondary preventive services
- Rabies control
- Comprehensive diagnostic and treatment services for Tuberculosis and Sexually Transmitted Diseases
- Case management of children with elevated blood lead levels
- Health education/health promotion

The Monmouth County Health Department (MCHD) is one of six health departments in Monmouth County. 26 of Monmouth County's 53 municipalities participate in the Monmouth County Board of Health System:

Aberdeen	Farmingdale	Matawan
Allentown	Hazlet	Millstone
Asbury Park	Holmdel	Neptune City
Atlantic Highlands	Howell	Neptune Township
Avon-By-The-Sea	Keansburg	Oceanport
Belmar	Keyport	Roosevelt
Bradley Beach	Lake Como	Shrewsbury Township
Eatontown	Manasquan	Union Beach
Englishtown	Marlboro	

MONMOUTH COUNTY HEALTH DEPARTMENT STRATEGIC PLAN

# STRATEGIC PLANNING PROCESS

The strategic plan is the result of an inclusive and detailed process initiated in February 2018 and completed in August 2018. This process is ongoing and the strategic plan will be updated as necessary. A series of sessions throughout 2018 that included senior leadership and staff resulted in the development of this document.

The Strategic Planning Committee was created to design and influence the strategic planning process and to develop the plan. The committee was comprised of personnel from all department divisions, including the Strategic Plan Leader Brittany Long, who provided oversight and direction for the process.

The strategic planning process consists of three phases: assessment, plan development, and implementation. The first two phases encompassed between February 2018 and August 2018. Implementation is expected to begin in September 2018 and will be ongoing. Meetings of the Strategic Planning Committee were held monthly from March 2018 through August 2018.

The strategic planning process began with a statement of the department's vision, mission, and values to set an overall strategic direction. The committee participated in discussions and provided feedback throughout plan development. The department's mission statement was updated in 2018 to reflect the diversity of the department.

The department focused on establishing priorities and goals to improve public health and internal processes. These strategies and priorities aligned with our community health improvement plan, community health assessment, quality improvement, and workforce plans.

**The strategic priorities within this plan are tailored toward:**

- Healthy Lifestyles
- Lead Poisoning Awareness and Prevention
- Department Organizational Structure and Community Engagement

See **Appendix-1** for a complete listing of strategic planning session dates and the purpose of each. See **Appendix-2** for a complete list of Strategic Plan Committee members. The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted in order to understand the internal and external forces that may affect the department's ability to move toward our mission and vision. See **Appendix-3** for complete SWOT analysis results.

**Documents referred to and referenced within this plan are:**

- Community Health Assessment
- Community Health Improvement Plan
- Human Service Needs Assessment

# LINKAGE TO THE CHIP & QI PLANS

*TBC*

# STRATEGIC PRIORITY 1: DEPARTMENT ORGANIZATIONAL STRUCTURE & COMMUNITY ENGAGEMENT

## GOAL 1.1

Evaluate and improve the department's processes, programs, and interventions in order to protect and improve public health.

### OBJECTIVE

Implement a workforce development plan by 2019.  
Write and start a quality assessment and improvement plan by 2019.

### STRATEGIES

A workgroup will meet quarterly to continue implementation of the workforce development plan and ensure tracking of the training schedule.  
The department will continue to work with the health improvement coalition of Monmouth County on updates and revisions to the CHA and CHIP.

## GOAL 1.2

Increase community awareness of health department programs and services.

### OBJECTIVE

Increase community engagement activities by 4% annually between 2018-2023.

### STRATEGIES

Provide at least 4 educational outreach opportunities annually to the community.

# STRATEGIC PRIORITY 2: LEAD POISONING PREVENTION & AWARENESS

**GOAL 2.1**  
Increase lead screening rates for children in Monmouth County Board of Health towns.

**OBJECTIVE**  
To increase lead screening rates in Monmouth County Board of Health towns by 5% by 2023.

**STRATEGIES**  
To increase education to pediatricians and family practitioners and primary care providers on the importance of childhood lead screening by 5 per year.

**GOAL 2.2**  
Ensure each case receives a timely nurse case manager visit and environmental initial visit.

**OBJECTIVE**  
Achieve 100% of cases that receive an initial case management home visit and/or environmental intervention home visit within the prescribed time frames described in NJAC 8:51-4.1 by 2023.

**STRATEGIES**  
Inform and train all lead case management staff and lead assessor staff of the need to provide a home visit within the prescribed timeframe.  
Ensure a lead case manager and risk assessor will be available to conduct a home visit within the time frames through vacations, illness, and time off.

# STRATEGIC PRIORITY 3: HEALTHY LIFESTYLES

## GOAL 3.1

Minimize the increase in rates of gonorrhea and syphilis

### OBJECTIVE

Minimize the increase in rates of gonorrhea and syphilis rates by 2023.

### STRATEGIES

Educate 150 health care providers and public health professionals on sexually transmitted diseases in Monmouth County and increase providers educated by 4% annually.  
Increase the distribution of educational materials to encourage STD testing among high school aged youth.

## GOAL 3.2

Increase Monmouth County's vaccination rates in young children.

### OBJECTIVE

To increase the immunization rate in Monmouth County Board of health towns by 3% by 2023.

### STRATEGIES

To develop a community outreach project to educate a minimum of 10 child care facilities/consumer groups per year on the importance of vaccinations.

# APPENDIX-1: STRATEGIC PLAN COMMITTEE SESSIONS

Activity	Timeline	Participants
Strengths, Weaknesses, Opportunities, and Threats Analysis (SWOT)	February 2018	Accreditation Steering Committee
Discussion of Strategic Plan Needs and committee members were chosen	March 2018	Accreditation Steering Committee
Initial discussion of resources needed and brainstorm	April 2018	Strategic Plan Steering Committee
Identified MCHD vision, mission, and values	May 2018	Strategic Plan Steering Committee
Developed strategic priorities with MCHD staff and leadership, finalized vision, mission, and values	June 2018	MCHD Staff and Strategic Plan Steering Committee
Presented Strategic Plan draft to the Accreditation Steering Committee members for feedback and input	July 2018	Accreditation Steering Committee and Strategic Plan Steering Committee
Quality Improvement Plan (QI) Committee Members were chosen		
Initial QI Plan meeting	August 2018	Quality Improvement Plan Committee

# APPENDIX-2: STRATEGIC PLAN COMMITTEE MEMBERS

Christopher P. Merkel, M.P.H. – Health Officer

Alice Cadotte – Chief Registered Environmental Health Specialist

Denise Richardson – Chief Clerk

Jeryl Krautle – Assistant Director of Nursing

Nelson Santiago – Assistant Environmental Health Coordinator

Brittany Long – Account Clerk

Enrico Cabredo – Epidemiologist

Christopher Tomaszewicz – Registered Environmental Health Specialist

Larry Kasica – Principal Registered Environmental Health Specialist

Theresa Ruane – Senior Public Health Nurse

# APPENDIX-3: SWOT ANALYSIS

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is used by organizations to identify areas in which they demonstrate internal strengths and weaknesses as well as external opportunities and threats. MCHD conducted a SWOT analysis in February 2018 and included input from 20 MCHD employees.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- Experienced, knowledgeable, and dedicated staff</li> <li>- Offer both a wide range and specialized services to our residents</li> <li>- Able to reliably and quickly serve our residents</li> <li>- Willingness to adapt</li> <li>- Strong support from co-workers</li> <li>- Young workforce that is dedicated and eager to learn</li> <li>- Data-driven decision making</li> </ul>	<ul style="list-style-type: none"> <li>- Dated technology used by Health Department</li> <li>- Inconsistency in inspection process and documentation</li> <li>- Workforce development lacks standardization</li> <li>- General lack of protocols, standard operating guidelines, etc.</li> <li>- Lack of Quality Improvement culture/program</li> <li>- Aging workforce and loss of institutional memory</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>- Collaboration with public health stakeholders</li> <li>- Strong relationships with State agencies, County agencies, and our member towns</li> <li>- Technological updates and advancements</li> <li>- Grant funding and expanding services</li> <li>- Accreditation</li> <li>- Establish continuous Quality Improvement program</li> </ul>	<ul style="list-style-type: none"> <li>- Financial constraints paired with increased demand</li> <li>- Emerging health issues</li> <li>- Lack of public visibility</li> <li>- Political landscape</li> </ul>

## Strengths

- Our greatest strength is our committed and experienced staff. MCHD staff includes a number of employees who are leaders in their specific fields. In this analysis, our staff recognized the strong support they receive from co-workers. Across the board, our staff is dedicated and eager to adapt to the ever-changing public health landscape. The department also contains a continually growing number of younger staff that is just as equally dedicated and eager to learn.
- We offer a vast range of services and have a history of swiftly providing these services when called to action. Our environmental division, including Hazmat, is specialized and ready to respond for the entire county of Monmouth.
- Staff continues to gather public health data and information in order to make informed decisions and observations, but more can always be done.

## Weaknesses

- Technology used for daily operations is outdated and faulty, while most processes are completed physically instead of digitally.
- The inspection process and documentation are inconsistent, which is in conjunction with a department wide lack of standardization. Specifically workforce development, training in particular, is minimal and spotty. There is also a complete lack of standardized protocols, operating guidelines, etc.
- In terms of quality improvement, there is no plan or program in place. Furthermore, there are no objectives or strategies in place to assess the internal needs of the department.
- The department staff struggles with an aging workforce as well as a loss of institutional memory, causing roles and responsibilities to be disordered.

## Opportunities

- Our partnerships with State and County agencies are strong and we frequently collaborate in providing services to our residents. For example, we work closely with the Monmouth County Office of Emergency Management in providing extensive public health emergency preparedness services. We also hold strong relationships with our member towns and are constantly evolving along with the demographics and needs of Monmouth County.
- The Monmouth County Information Technology Services department provides the support to update health department software and hardware. The Communicable Disease Reporting and Surveillance System (CDRSS), utilized by the MCHD staff, was recently updated to provide a more user-friendly experience and timely communication between public health entities. This creates more efficient work responsibilities as well as relationship with other public health professionals.
- Board of Health members and the Board of Chosen Freeholders continue to establish policies and govern the services provided by the health department. They provide community perspective on issues within member towns that guide the department's functions.
- As more grant funding becomes available, there are greater opportunities to implement shared service agreements with county agencies. An example would be our CLEPP grant, shared with local Monmouth County health departments, enables us to provide childhood lead prevention

and treatment throughout the county. Grants have also provided for more training available for the health department workforce.

- Accreditation will provide guidance in standardizing documentation and standards within the department as well as communication with stakeholders and member towns.
- As the Monmouth County population becomes more diverse, there is room and capabilities of the local government to become more culturally competent through training and seminars.

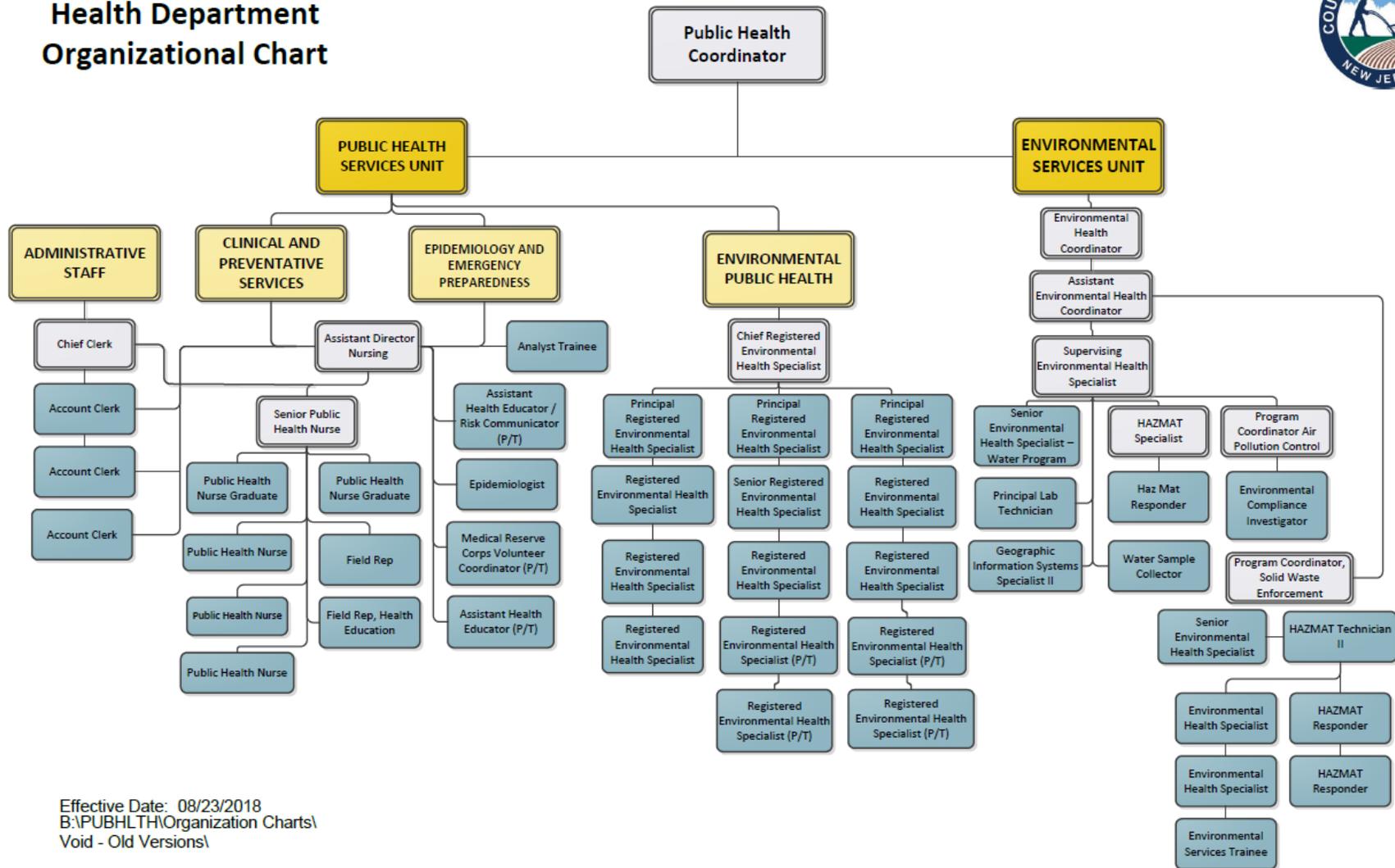
## **Threats**

- Funding is shrinking while public health service demand increases throughout our community. Limited funding holds off expansion of programs that have high demand and forces the department to reallocate resources.
- Unforeseen public health issues that emerge will always be a possible threat to the organization. The Department makes it a priority to be informed and prepared through continuous education and communication with other public health entities.
- Many Monmouth County residents are unaware of the full extent the health department serves the community. Despite the rise of social media communication, our department is restricted on promoting our services to the public. The department has limited control over the website as well, which hinders the recurring update of information, forms, and procedures to the public.

# APPENDIX-4: DEPARTMENT ORGANIZATIONAL CHART



## Monmouth County Health Department Organizational Chart



Effective Date: 08/23/2018  
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 Void - Old Versions\

