



Passaic County Food Policy Council

Building a Culture of Health: Blueprint for Action

May 2017



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This Blueprint for Action is a representation of the work of many individuals, sectors, organizations and it spans diverse communities. It was led by a phenomenal cross-sector Boundary Spanning Leadership Team whose dedication, talent, energy, and expertise made this Blueprint possible. Thank you to the Team for striving for excellence throughout this process:

Our Boundary Spanning Leadership Team Members:

- Charlene W. Gungil, DHSc. , Director/Health Officer of Passaic County Health Department
- Ken Morris, Vice President of External Affairs, St. Joseph’s Healthcare System
- Ruben Gomez, Director of Economic Development, City of Paterson
- Rosie Grant, Executive Director, Paterson Education Fund
- Mary Celis, Project Director, Director of Health Initiatives, United Way of Passaic County

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- The Board of Chosen Freeholders of Passaic County

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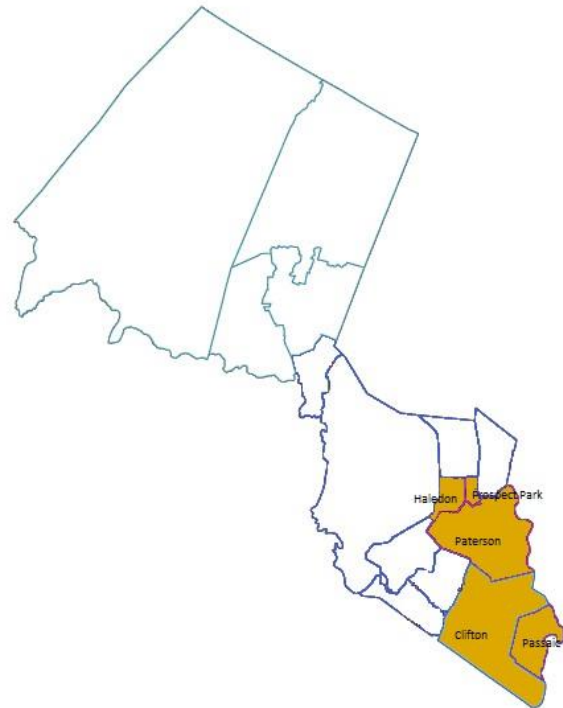
EXECUTIVE SUMMARY – A CALL TO ACTION

Our community Blueprint for Action is very much a call to collective action to Build a Culture of Health in Paterson and the surrounding municipalities. It is a reflection of the direction, commitment, and alignment of many organizations, community members, and institutions that are united to improve our communities. Its development was led by our Boundary Spanning Leadership Development Team Members:

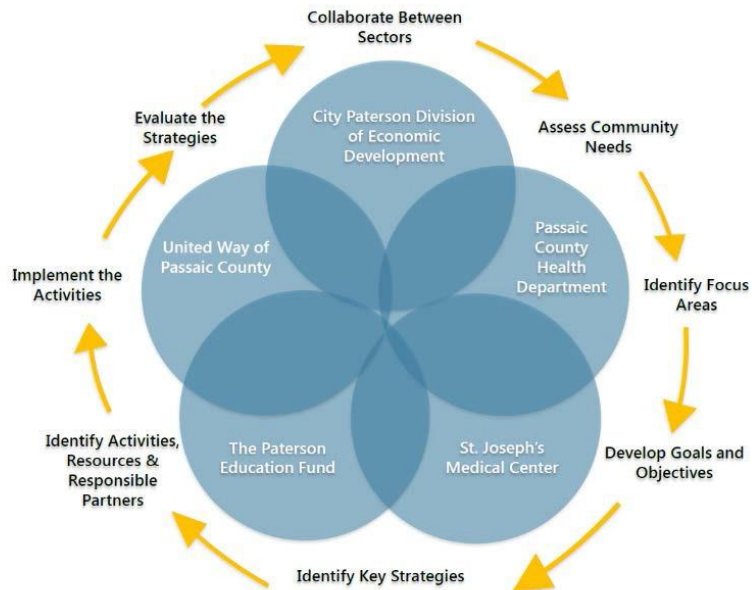
- Charlene W. Gungil, DHSc., Director/Health Officer of Passaic County Health Department
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The work outlined in this Blueprint is focused on enhancing equity in our communities by improving quality of life and length of life in Passaic County. As Passaic’s County seat, we plan to build on Paterson’s rich history of vibrancy, diversity, and ingenuity. As the Nation’s first planned industrial city founded by Alexander Hamilton, we hope that a new era of vitality and health will be furthered by our collective efforts.

The Passaic County Food Policy Council was formed in 2011. Since then, it has grown into a strong, multi-sector coalition committed to improving health outcomes by ending hunger in Paterson and beyond and making healthy food more affordable and available. The United Way of Passaic County (UWPC) serves as the backbone organization to our collective impact framework model. Thanks to the New Jersey Health Initiatives, our work has moved to a new level that has enabled us to prioritize and determine the action steps we need to take as a coalition and a community to reduce health disparities.



We assessed our community data utilizing the County Health Rankings model and the more localized data from our Community Health Needs Assessment (CHNA). The data was used to identify and prioritize focus areas that most readily influence health outcomes in our community (See process summary to the right). Passaic County ranks 15th in the State for health outcomes according to the County Health Rankings and Roadmaps. We included feedback from community stakeholder meetings and focus groups in our most high-risk neighborhoods to ensure that we had data from our most vulnerable communities.



Our communities are eager and willing to commit to this plan as it is a reflection of key recommendations from our partners and stakeholders. We have many challenges to overcome, but this Blueprint for Action clearly defines the elements that are critical for our success in building a sustainable Culture of Health in Paterson and Southern Passaic County.

The plan is organized into four focus areas, each with specific goals:

Economic Opportunity

- Y To build a culture of health in Paterson and surrounding areas that promotes economic growth for all through opportunities for skill and business development.

Community Safety

- Y To create healthier, safer neighborhoods in Paterson and surrounding areas by working with community stakeholders to improve community safety.

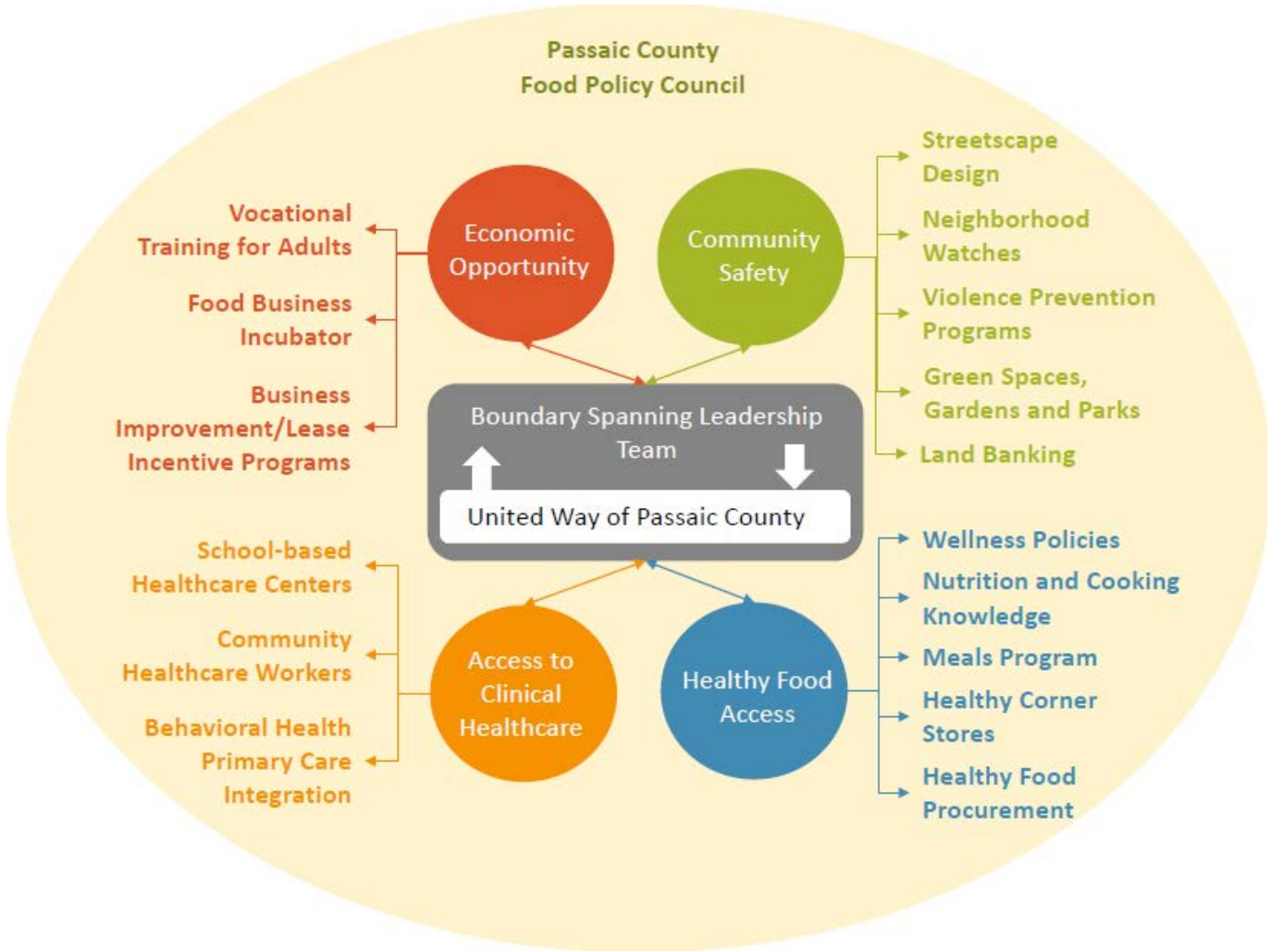
Healthy Food Access

- Y To end hunger in Passaic County by improving the availability, affordability, accessibility, and knowledge of healthy food in Passaic County through multiple strategies and advocacy initiatives.

Access to Clinical Healthcare

- Y To improve access to primary care among high-risk, low income and vulnerable populations, through a particular focus on nutrition, diabetes, and heart disease.

A visual summary of this plan is presented below.



INTRODUCTION

The United Way of Passaic County (UWPC) is a community based non-profit organization with a 75-year history of serving Passaic County. It is the mission of UWPC 'to improve the lives of people in Passaic County by mobilizing the caring power of our community.' To fulfill this mission UWPC functions as a community impact organization that is guided by the values of collaboration, community inclusion, and volunteerism to convene with other organizations to create a positive impact. The UWPC has three impact areas which are: education, income, and health.

In 2010, the United Way of Passaic County (UWPC) was awarded a competitive Hunger Free Communities Planning Grant from the United State Department of Agriculture (USDA), to conduct an assessment of food insecurity in Passaic County as well as create a Passaic County Food Policy Council (PCFPC) (Appendix 1). The vision of the PCFPC is to end hunger by addressing the root causes of food insecurity in Passaic County: affordability and availability. The PCFPC was formed in 2011 and has 28 committed members from all community sectors and engages more than 75 additional stakeholders through a variety of activities.

In 2016, the PCFPC was awarded the *New Jersey Health Initiatives: Communities Moving to Action* award to develop and implement a cross-sector Blueprint for Action to address the social determinants of health in the southern area of Passaic County, including Paterson and the surrounding municipalities. This report details the process by which this Blueprint for Action (Blueprint) was developed and the goals and activities included in the plan. This Blueprint is a living breathing document and will be amended as our partnerships grow and new opportunities emerge to Build a Culture of health. To facilitate the use of this Blueprint across sectors, a glossary of terms is included (Appendix 2).

OUR COMMUNITY

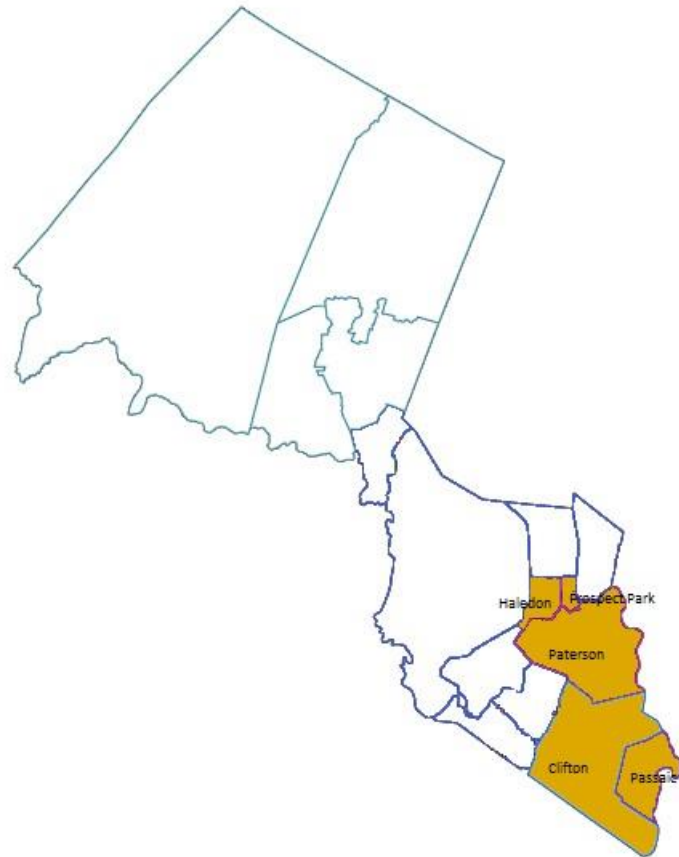
The County Health Rankings is a rich data source for Passaic County. As of 2016, more than 500,000 people (508,856) lived in Passaic County, including 120,000 families. The county has a diverse population representing many ethnic backgrounds and cultures, with 42% of the residents identifying as White, 40% identifying as Hispanic or Latino, 11% identifying as Black or African American, 6% identifying as Asian and 15% identifying as another race (County Health Rankings, 2017) (Appendix 3 for Passaic County Health Rankings).

Overall, Passaic County is considered an urban County, with 98% of the population living in urban areas and a high population density of 2,746 people per square mile, compared to the State population density of 1,210 people per square mile (City-Data, 2016).

The geographic focus of this Blueprint for Action is Southern Passaic County and includes: Paterson City, Passaic City, Clifton, Haledon, and Prospect Park (Figure 1). It is the most urbanized portion of Passaic County and represents more than 52 ethnic groups. It is important to note that given the diversity of the County's geography, resources and residents, county data is not specific enough to represent a municipality or region of the County. For this reason, we chose to incorporate data from the 2016 St. Joseph's Regional Medical Center Community Health Needs Assessment Report for Southern Passaic County into our Blueprint for Action (Appendix 4).

Southern Passaic County has a variety of community assets including: The Paterson Great Falls National Historic Park, Hinchliffe Stadium, and multiple vibrant ethnically and religiously diverse communities. St. Joseph's Regional Health Care System is the largest anchor institution and employer in our geographic area. The Passaic County Community College is also another important anchor institution that benefits the community by providing many educational and vocational training opportunities.

Figure 1. Map of Passaic County, New Jersey

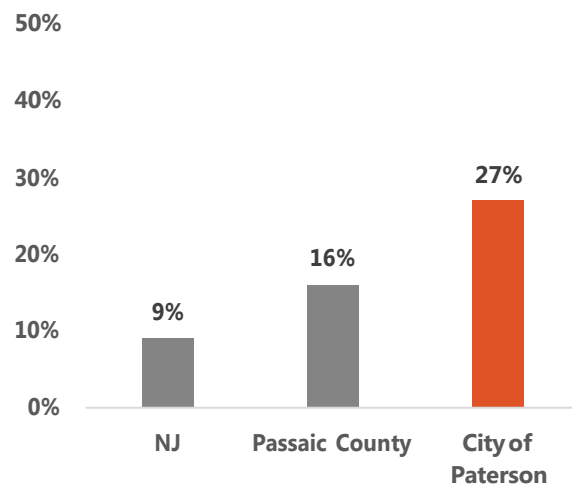


Social and Economic Status

Passaic County ranks 17th of 21 New Jersey counties for its social and economic status (2017 County Health Rankings). As of 2016, 16% of County residents lived in poverty compared to 9% of New Jersey residents (Figure 2). In 2013, there were 104,100 individual Supplemental Nutrition Assistance Program (SNAP) recipients in Passaic County, approximately 20% of the total population (USDA Economic Research Service, 2017).

Children and residents of Passaic County's urban centers may experience poverty disproportionately. One in four (26%) Passaic County children are considered to be living in poverty, however there is variation by race and ethnicity. For example, 38% of children who identify as Black or African American and 35% of children who identify as Hispanic live in poverty. More than one-third (38%) of Passaic County children are eligible for free or reduced price lunch. The cities of Paterson and Passaic account for 78% of the County's total poverty, with 27% of Paterson residents and 29% of Passaic residents living below the poverty level (County Health Rankings, 2017).

Figure 2. Percent of Residents Living in Poverty, 2016



In terms of educational attainment, an indicator of long-term health outcomes, 53% of County residents 25 years and older possessed some college education, the second lowest rate in the State. As of 2015, 82% of residents 25 years and older had a high school diploma (U.S. Census Bureau, 2011-2015.). Within the City of Paterson, only 32% of 4th grade students pass language arts proficiency testing and 56% of 4th grade students pass math proficiency testing. Additionally, 75% of high school students in Paterson graduate on time.

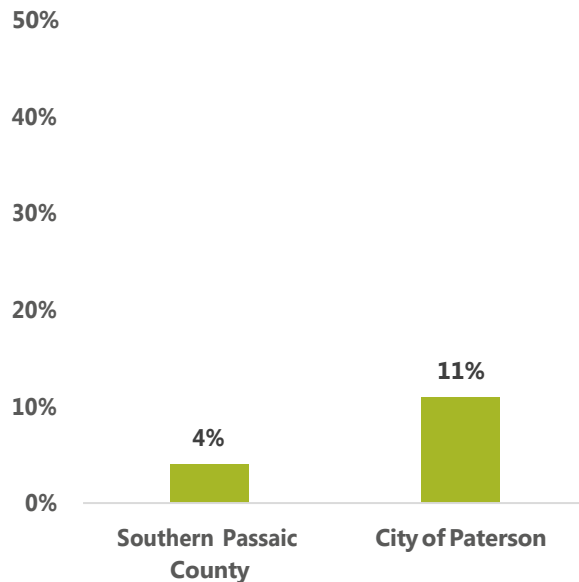
Community Safety

The County has the fourth highest rate of violent crimes per capita in New Jersey (Uniform Crime Reporting, 2015). In 2010-2012, Southern Passaic County recorded 497 violent crimes per 100,000 people compared to the State, which recorded 302 violent crimes per 100,000 people for the same time period (CHNA, 2016). In Southern Passaic County, 4% of residents reported being a victim of violent crime in the past five years (Figure 3) (CHNA, 2016). Paterson ranks among the top 10 crime cities in the state,

with an average of 3 violent crimes a day (Uniform Crime Reporting, 2015). As of 2016, 11% of Paterson residents reported that they were a victim of a violent crime over the past five years (Figure 3)(CHNA, 2016).

In addition, perceptions of community safety are a concern in Southern Passaic County among residents from low-income households and from Paterson. Nearly 50% of Southern Passaic County residents from “very low income” households (48%) and 31% from “low income” households perceived their neighborhoods as “slightly” or “not at all” safe (CHNA, 2016). Among Paterson residents, 55% perceived their neighborhood as “slightly” or “not at all” safe (CHNA, 2016). Two out of five Paterson residents (40%) perceived injury and violence as a problem in their community (CHNA, 2016).

Figure 3. Percent of Residents Who Reported Being a Victim of Violent Crime During the Past Five Years, 2016



Health Behaviors and Healthy Food Access

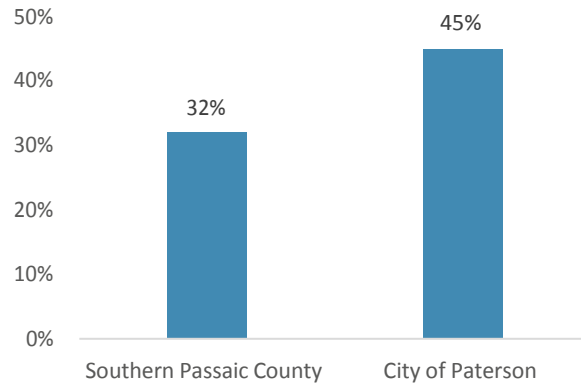
Passaic County ranked 14th of 21 New Jersey counties for health-related behaviors (County Health Rankings, 2017). As of 2017, one in four County adults is obese (26%) (County Health Rankings, 2017). Rates of obesity among adults in Southern Passaic County and Paterson, however, exceed the County rates. Among Southern Passaic County adults, 34% were obese in and 37% of Paterson adults were obese in 2016 (CHNA, 2016). More than half (55%) of Southern Passaic County respondents indicated that weight, physical activity and nutrition were problems in their communities (CHNA, 2016).

While county rates of fruit and vegetable consumption are not available, 27% of Southern Passaic County adults reported eating five or more servings of fruits and vegetables per day (CHNA, 2016). This varied by income such that 16% of “very low-income”, 26% of “low income” and 30% of “mid/high income” residents reported consuming five or more servings of fruits and vegetables per day (CHNA, 2016). Among Paterson residents, 20% of adults reported eating five or more servings of fruits and vegetables per day (CHNA, 2016).

On a scale of 1 to 10, with 10 being the best, Passaic has the eighth highest food environment index value (8) in the state (County Health Rankings, 2017). More than one in ten County residents (12%) is considered food insecure and 13% of residents live in a food desert, or a low-income area where a significant number of residents is far from a supermarket, where "far" is defined as more than one mile in urban areas (County Health Rankings, 2017).

Although County residents may be able to access grocery stores, it is important to note that food insecurity and access to fresh produce are growing areas of need, particularly in Southern Passaic County. For example, 32% of Southern Passaic County and 45% of Paterson residents are food insecure, based on 2016 data (Figure 4) (CHNA, 2016). In addition, as of 2016, 25% of Southern Passaic County and 33% of Paterson residents found it “very” or “somewhat” difficult to buy affordable fresh produce (CHNA, 2016).

Figure 4. Percent of Residents Who Reported Food Insecurity, 2016

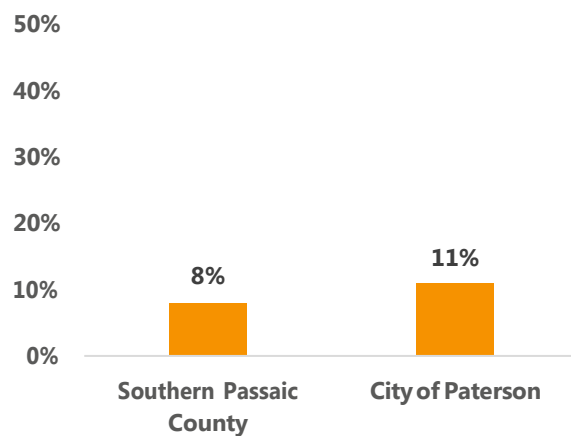


Access to Clinical Healthcare

In 2017, Passaic County ranked 18th of 21 New Jersey counties for clinical care status (County Health Rankings). The County has the 3rd highest proportion of residents who do not have health insurance in the state (16%) (County Health Rankings, 2017). As of 2016, 8% of Southern Passaic County residents and 11% of Paterson residents did not have health insurance (Figure 5) (CHNA, 2016).

St. Joseph’s Regional Medical Center (SJRMC), located in Southern Passaic County, is Paterson’s only acute care facility. Based on 2015 emergency department records, there were 161,100 annual emergency room encounters and 51% (82,600) of these were for care of a Medicaid Managed Care Organization (MMCO) member. In 2015, of the patients seen in the emergency department, 15,500 individuals had two or more encounters with the department. Further, 260 of the MMCO members seen had 10 or more encounters in 2015 and more than 200 are residents of Paterson. Data suggest that 47 additional Internal Medicine/Family Medicine physicians are needed at SJRMC.

Figure 5. Percent of Residents Who Do Not Have Health Insurance, 2016



OUR PARTNERS

The PCFPC has a broad, cross-sector constituency including: public health, affordable housing, community and economic development, faith-based, non-profit, and governmental agencies. As the Council has worked to address healthy food access in Passaic County, healthcare providers and local health departments have been key partners. St. Joseph Regional Medical Center, the largest healthcare provider in the County, is an active member of the PCFPC. The PCFPC also works collaboratively with Chilton Medical Center and St. Mary's Hospital the other hospitals serving the County through the North Jersey Health Collaborative. PCFPC has also worked in partnership with the Passaic County Public Health Partnership, a coalition of Health Officers representing the 16 municipalities in the County, to implement worksite wellness projects throughout Passaic County through grant awarded by the NJ Prevention Network. Representatives from the Paterson and Passaic County Health Departments are also active members of the PCFPC.

As the council has strategically grown and successfully reached many of its objectives, the membership has collectively agreed that it needs to broaden the scope of its work in order to fully achieve its mission. To address the root causes of hunger, the coalition has expanded to include partners that focus on housing, employment, income, community safety, education, healthcare, and transportation. The PCFPC has a strong Executive Committee whose partner organizations include: City of Paterson Department of Economic Development, CUMAC, Rutgers Cooperative Extension, City Green, NJ Anti-Hunger Coalition and the Passaic County Department of Health. The PCFPC is a member-driven coalition and works collectively through a variety of mechanisms and currently oversees three working groups. See Appendix 2 for a list of current partners.

Passaic County Food Policy Council Team

The PCFPC is a coalition that reflects the collection active framework model, which is a framework to address large scale social change by engaging broad cross-sector coordination to achieve greater impact than could be accomplished as individual organizations.

The PCFPC has multiple initiatives that require cross-sector collaboration. An excellent example of one of these successes came through one of the PCFPC working groups, the Child Nutrition Advocacy working group, which worked to achieve the implementation of Breakfast After the Bell in multiple districts. Additionally, the group successfully expanded summer feeding sites in Paterson to include more than 15 new sites for summer of 2017. This working group engages citizens, schools, elected officials, healthcare providers, churches, and community based organizations to raise awareness about the childhood hunger and obesity paradox that plagues communities and works toward local, sustainable system wide solutions.

Through the support of New Jersey Health Initiatives' *Building a Culture of Health: Communities Moving to Action*, the United Way of Passaic County (UWPC) developed a cross sector executive

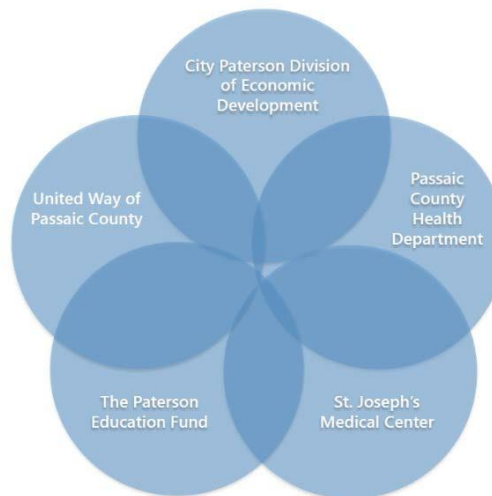
leadership team, The Boundary Spanning Leadership Team (BSLT) which includes key decision makers in the fields of education, economic development, public health, healthcare, and healthy food access (Figure 6). Our team, which includes the City of Paterson Division of Economic Development, the Passaic County Health Department, the Paterson Education Fund, and St. Joseph’s Medical Center has drafted a community Blueprint for Action to impact the social determinants of health in Paterson. The ultimate goal of this plan is to advance health equity by increasing the quality of life and life expectancy in low-income communities. Team members were recruited from organizations who were current members of the PCFPC and committed to the vision and work of the council. Team members participated in a training the “Boundary Spanning Leadership Institute” through the Center for Creative Leadership and worked collaboratively as a team to develop the Blueprint for Action in collaboration with the larger coalition.

Passaic County Food Policy Council Team Members

Our Boundary Spanning Leadership Team Members:

- Charlene W. Gungil, DHSc., Director/Health Officer of Passaic County Health Department
- Ken Morris, Vice President of External Affairs, St. Joseph’s Health Care System
- Ruben Gomez, Director of Economic Development, City of Paterson
- Rosie Grant, Executive Director, Paterson Education Fund
- Mary Celis, Director of Health Initiatives, United Way of Passaic County
- Irene Sterling, Community Coach

Figure 6. Passaic County Food Policy Council Boundary Spanning Leadership Team



Invest Health Paterson Team: Our Commitment to Our Most Vulnerable Neighborhood

Under the umbrella of Passaic County Food Policy Council, the Invest Health team has collaborated with the coalition and the BSLT to ensure that the needs and priorities of our most vulnerable neighborhoods are represented in the Blueprint for Action.

The UWPC was selected to lead another cross-sector leadership team to focus on our most vulnerable neighborhood in Paterson, the Fourth ward, to improve health disparities. Our goal through this initiative is to transform the way local leaders work together to create solution-driven and diverse partnerships. As a response to multiple community engagement meetings and focus groups, we learned that improving

health is an important issue for community members. The most popular strategy identified by the community was to improve access to healthy food in the Fourth ward neighborhood.

In response to community input, the Invest Health Paterson team is working with the community to develop a vision for creating a healthy community. The vision will include utilizing existing community assets as well as adapting multiple project pipelines. This will include projects related to improving housing, public safety, access to healthy food, and green space.

Invest Health is a new initiative that brings together diverse leaders from mid-sized U.S. cities across the nation to develop new strategies for increasing and leveraging private and public investments to accelerate improvements in neighborhoods facing the biggest barriers to better health. The program is a collaboration between the Robert Wood Johnson Foundation and the Reinvestment Fund.

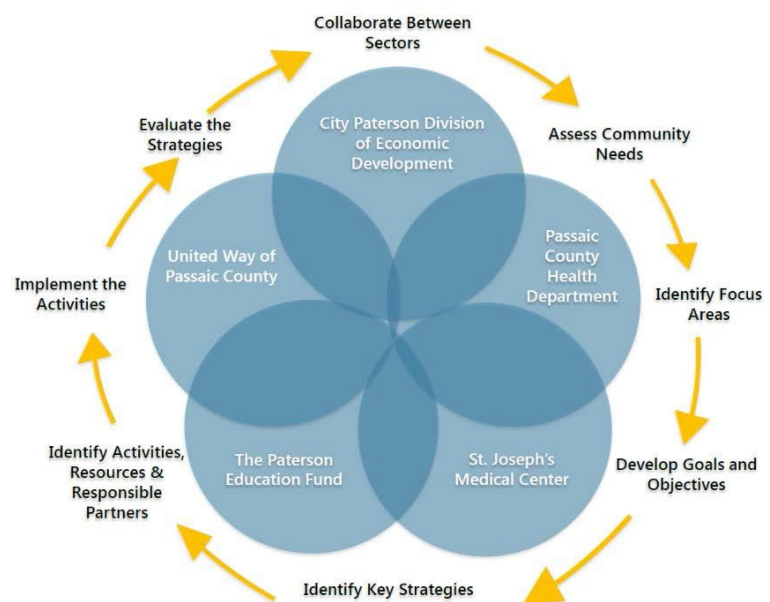
OUR PROCESS

Our Boundary Spanning Leadership Team (BSLT) learned the strategies and practices of ‘Boundary Spanning’ which is the process of creating direction, alignment, and commitment across groups in a service of a shared vision or goal through creating interdependent leadership. We also shared the first four boundary spanning strategies and practices with our larger coalition at our general council meetings. As a team and larger coalition we learned strategies to: manage boundaries through creating safety and fostering respect and forging common ground to build trust and develop community. By the end of 2017, we will complete our coalition wide Boundary Spanning Learning to include: discovering new frontiers through creating stronger interdependence and transforming our work to create new possibilities as well as a privilege training to improve our capacity to empower diverse populations. We will continue to share and promote Boundary Spanning work throughout our communities to build social trust, break down silos, and create a culture of health.

This learning process has been and will continue to be the foundation of our process to develop the Blueprint for Action. It allows us to reimagine our work to more broadly include the social determinants of health and identify the pathways of intersection between our sectors. As a BSLT, we reviewed and assessed community data and identified focus areas that most readily influence health outcomes in our community which are: economic opportunities, community safety, healthy food access, and access to clinical healthcare. For each focus area, we developed goals, measurable objectives, strategies, activities, resources, and responsible partners (Figure 7).

This process was incredibly collaborative and required the BSLT team to utilize multiple boundary spanning principles. We used a variation of a World Café model to write our Building a Culture of Health Statement and used a collaborative decision making process, Fist of Five, to come to agreement on every aspect of information included in the Blueprint.

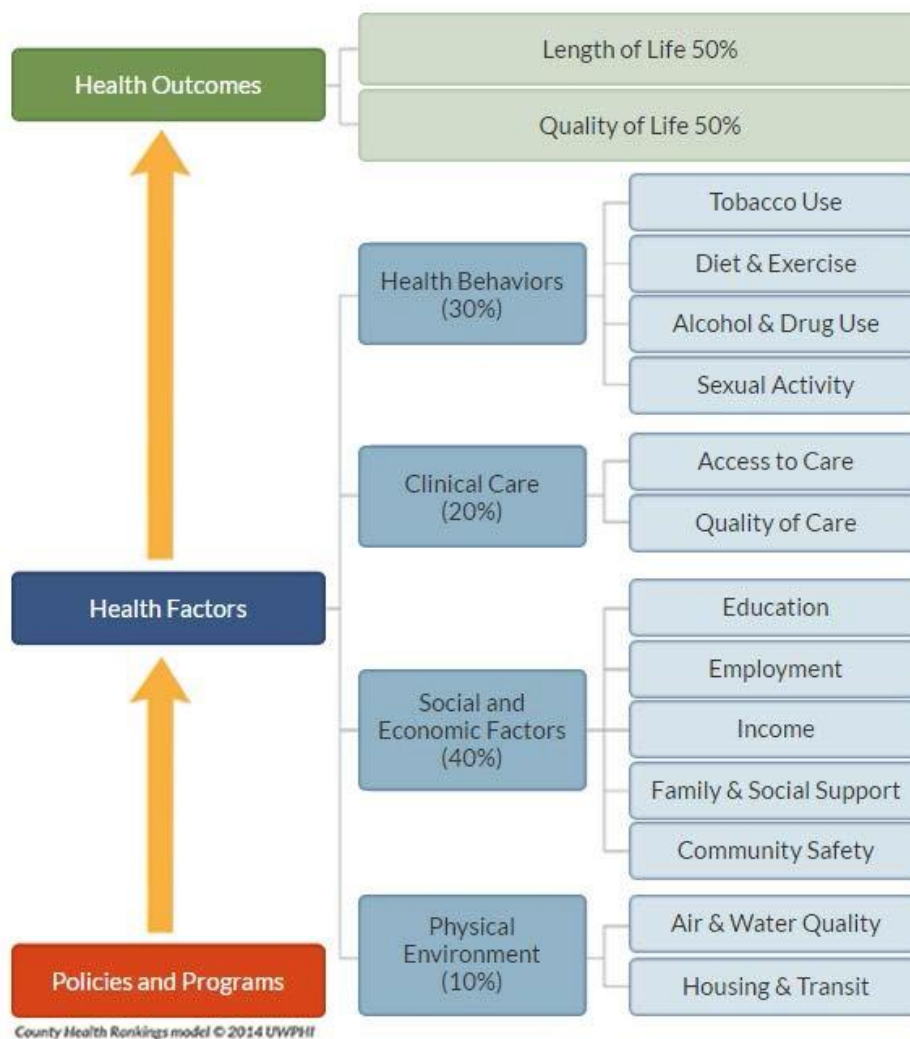
Figure 7. Passaic County Food Policy Council Boundary Spanning Leadership Team Process



County Health Rankings and Roadmaps Model

Our Blueprint is based on *The County Health Rankings and Roadmaps Model*, which is an approach for population health that emphasizes the many factors that, if improved, can help make communities healthier places to live, learn, work and play (Figure 8). Each of our strategies were formed by evidence-based, peer-reviewed research through the *Rankings* “What Works for Health” resource database.

Figure 8. County Health Rankings and Roadmaps Model



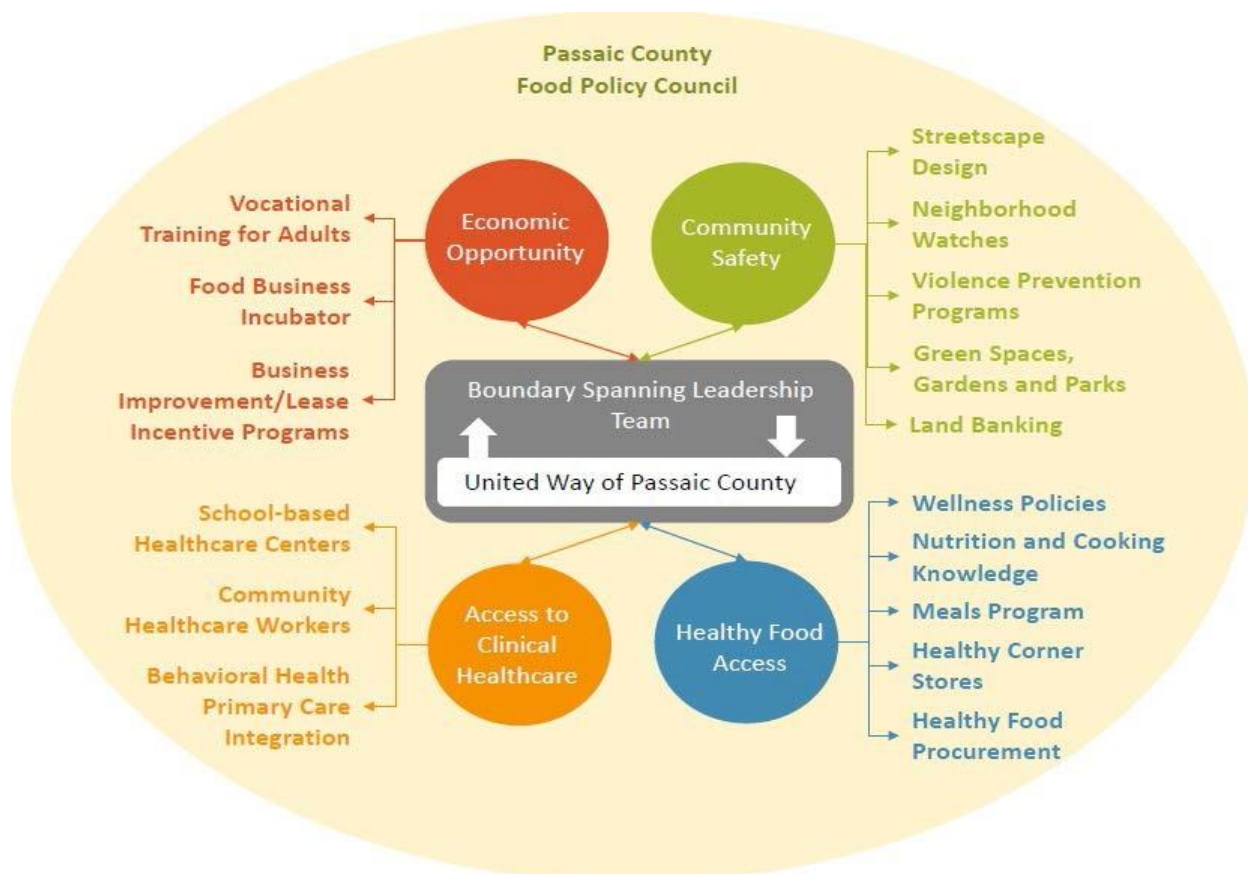
OUR PLAN

During 2016 and 2017, the BSLT and the PCFPC worked collaboratively to develop a plan to guide its work over the next three years. The bedrock of our plan is our Building a Culture of Health Statement.

To engage all stakeholders in Building a Culture of health in Passaic County by increasing the community’s capacity to make informed choices and leading to longer, healthier, happier lives.

This plan serves as a roadmap for achieving the Building a Culture of Health statement. Organized into four focus areas, including *Economic Opportunities, Community Safety, Healthy Food Access and Access to Clinical Healthcare*, it identifies the key goals and objectives as well as the strategies and activities necessary to reach them (Figure 9). Health equity serves as the foundation for the plan in that the strategies focus on reducing health disparities and providing opportunities to ensure that all residents, regardless of their socio-economic status, achieve optimal health.

Figure 9. Passaic County Food Policy Council Blueprint for Action Summary



The strategies outlined below reflect the current political, environmental, and social context of Southern Passaic County. For many of the strategies identified, PCFPC anticipates leveraging resources through State and federal grant programs. As the availability of these funds is subject to change, the goals and strategies of this plan may need to be modified based on the broader context in which this work takes place.

Economic Opportunity

The goal of the *Economic Development* focus area is to build a Culture of Health in Paterson and surrounding areas that promotes economic growth for all through opportunities for skill and business development. This goal will be achieved by the following *Economic Development* strategies:

- **Vocational Training for Adults:** Coordinate vocational training programs
- **Food Business Incubator (includes vocational training):** Establish and provide support to new food businesses through a local business incubator
- **Business Improvement/Lease Incentive Programs:** Leverage and provide financial support to businesses located at street level

Community Safety

The goal of the *Community Safety* focus area is to create healthier, safer neighborhoods in Paterson and surrounding areas by working with community stakeholders to improve community safety. This goal will be achieved by the following *Community Safety* strategies:

- **Streetscape Design:** Improve streetscape design
- **Neighborhood Watches:** Engage residents in crime prevention activities
- **Violence Prevention Programs:** Implement violence prevention and restorative justice programs
- **Green Spaces, Gardens, and Parks:** Create or enhance green spaces, community gardens, and parks
- **Land Banking:** Transform vacant lots into productive spaces

Healthy Food Access

The goal of the *Healthy Food Access* focus area is to end hunger in Passaic County by improving the availability, affordability, accessibility, and knowledge of healthy food in Passaic County through multiple strategies and advocacy initiatives. This goal will be achieved by the following *Healthy Food Access* strategies:

- **Meals Program:** Implement and/or expand school breakfast, summer meals, and after school dinner programs in Paterson, Clifton, Prospect Park, Haledon, and Passaic City
- **Healthy Corner Stores:** Implement healthy corner store policies and practices in Paterson and Passaic City
- **Wellness Policies:** Establish and enforce new institutional wellness policies in Southern Passaic County
- **Healthy Food Procurement:** Implement healthy food procurement practices in institutions
- **Nutrition and Cooking Knowledge:** Provide education around healthy nutrition and cooking skills

Access to Clinical Healthcare

The goal of the *Access to Clinical Healthcare* focus area is to improve access to primary care among high-risk, low-income, and vulnerable populations, through a particular focus on nutrition, diabetes, and heart disease. This goal will be achieved by the following *Access to Clinical Healthcare* strategies:

- **School-based Healthcare Centers:** Identify a location for and establish a new school-based healthcare center in a low-income community
- **Community Healthcare Workers:** Expand the community healthcare workforce
- **Behavioral Health Primary Care Integration:** Provide support and integrate a primary care practice with behavioral health services

The action plans below detail the goals and strategies for each of the four PCFPC focus areas (Tables 1-4). The plans provide information about: the focus area goal, objectives, strategies to achieve the objectives, key activities needed to implement each strategy, the organization or individual who will be responsible for ensuring the activities are completed, the timeline of the activities, resources that are currently available to complete the activities, and resources that are needed to complete the activities. A timeline of the activities, organized by strategy and focus area, is also included below (Table 5).

Table 1. Economic Opportunity Action Plan

FOCUS AREA: ECONOMIC OPPORTUNITY

Goal: To build a Culture of Health in Paterson and surrounding areas that promotes economic growth for all through opportunities for skill and business development.

Objectives:

1. By 2020, increase the number of living wage jobs available in Paterson for minorities and women by 10%
2. By 2020, increase the number of people who access job training programs in Passaic County for minorities and women by 10%
3. By 2020, increase the number of new and expanded business opportunities in Passaic County for minorities and women by 10%

Strategy	Activities	Responsible Party	Timeline	Available Resources	Needed Resources
Vocational Training for Adults	1. Identify new sources of funding for training programs	<ul style="list-style-type: none"> • Passaic County One Stop Career Center 	1.2017-2018 2.2018-2020	<ul style="list-style-type: none"> • PRC funding and staff 	<ul style="list-style-type: none"> • List of new sources of funding for training programs
	2. Coordinate programming between lead agencies (possibly create a consortium of vocational training programs)	<ul style="list-style-type: none"> • Paterson Restoration Corporation (PRC) 	3.2017-2020 4.2017-2020	<ul style="list-style-type: none"> • UrbanEnterprise Zone (UEZ) funding • Department of Labor funding • Staff from lead agency 	
	3. Work with Passaic County Workforce Development Board and Passaic County One Stop Career Center to highlight training needs of Paterson residents	<ul style="list-style-type: none"> • Greater Paterson Opportunities Industrialization Center (GPOIC) • Passaic County Community College (PCCC) 		<ul style="list-style-type: none"> • GPOIC • City Council • Mayor • Chamber of Commerce • PCCC 	
	4. Promote available job training and job placement resources to Paterson residents	<ul style="list-style-type: none"> • Corporate partners 		<ul style="list-style-type: none"> • Workforce Development Board (WDB) 	

		<ul style="list-style-type: none"> • Director of Economic Development • City of Paterson 		<ul style="list-style-type: none"> • Library • Public School District 	
Food Business Incubator	<ol style="list-style-type: none"> 1. Fundraise to complete construction of the incubator/build out of incubator 2. Provide support to new businesses through training, micro loans, and work space 3. Create new businesses or expand existing ones 	<ul style="list-style-type: none"> • City of Paterson Department of Economic Development • PRC • Management Company 	<ol style="list-style-type: none"> 1. 2017-2018 2. 2018-2020 3. 2017-2020 	<ul style="list-style-type: none"> • Staff of the City of Paterson Department of Economic Development and PRC • Funding from PRC • Small Development Corporation • Culinary development program • Existing businesses ready for expansion • Legal team • Architect 	<ul style="list-style-type: none"> • Funding from USDA, HUD, EDA • Hire Management Company • Additional staff and funding to support the programs • Additional funding needed from HUD for buildout • Additional operational staff needed to operate the incubator
Business Improvement / Lease Incentive Program	<ol style="list-style-type: none"> 1. Provide grants to street level new and expanding small businesses in UEZ 2. Identify and provide lease assistance to new and existing industrial or retail business at street level via reimbursement or subsidies 	<ul style="list-style-type: none"> • City of Paterson • Department of Economic Development/ PRC 	<ol style="list-style-type: none"> 1. 2018-2020 2. 2018-2020 	<ul style="list-style-type: none"> • Funding from EDA • City staff to administer the grants 	<ul style="list-style-type: none"> • Additional staff to manage the program

Table 2. Community Safety Action Plan

FOCUS AREA: COMMUNITY SAFETY

Goal: To create healthier, safer neighborhoods in Paterson and surrounding areas by working with community stakeholders to improve community safety.

Objectives:

1. By 2020, improve streetscape design to improve lighting, visibility, and walkability
2. By 2020, increase the number of residents who participate in crime prevention activities such as neighborhood watches by 10%
3. Each year for each of 3 years, at least 70% of community member participants in violence prevention and restorative justice programs will demonstrate increased problem solving skills
4. By 2020, increase the number of green spaces, community gardens, and parks by four locations/parcels/sites
5. By 2020, increase the number of previously vacant lots that are transformed into productively used lots by 20%

Strategy	Activities	Responsible Party	Timeline	Available Resources	Needed Resources
Streetscape Design/CPTED	1. Organize community improvement days to install lighting, clean up garbage, and install safety items such as smoke detectors	<ul style="list-style-type: none"> • CPTED Team • Council Woman Ruby Cotton 	1. 2017-2018 2. 2017-2018 3. 2018-2020	<ul style="list-style-type: none"> • Habitat Vista • Advocacy Team • Neighborhood Assistance • Rutgers Cooperative Extension 	<ul style="list-style-type: none"> • Additional funds and staff are needed to complete all activities
	2. Pursue funding resources to support expanding CPTED process to include built environment improvements				
	3. Expand curbs, implementing crosswalks, shade trees, improved signage, street quilt (traffic calming)				

<p>Neighborhood Watch</p>	<ol style="list-style-type: none"> 1. Identify and coordinate existing neighborhood watches and Special Improvement Districts 2. Implement sector based neighborhood policing program 	<ul style="list-style-type: none"> • City of Paterson, Department of Economic Development • Paterson Police Department 	<ol style="list-style-type: none"> 1.2017-2018 2.2019-2020 	<ul style="list-style-type: none"> • Neighborhood Assistance office: Special Improvement Districts • Paterson police and fire staff • Chamber of Commerce 	<ul style="list-style-type: none"> • Staff to coordinate and market the program • Community participation • Additional staff
<p>Violence Prevention Programs</p>	<ol style="list-style-type: none"> 1. Increase number of programs that offer violence prevention programming 2. Implement restorative justice programs in schools 3. Implement Safe Routes to Schools 	<ul style="list-style-type: none"> • Passaic County Department of Public Health • Paterson Education Fund • Paterson Public Schools • Full Service Community Schools 	<ol style="list-style-type: none"> 1.2018-2020 2.2018-2020 3.2017-2020 	<ul style="list-style-type: none"> • Current after school providers and partners and other community based partners • Current school staff, community organization staff, community stakeholders 	<ul style="list-style-type: none"> • Additional funding needed to support staff and programming for all activities

Green Spaces, Gardens, and Parks	1. Plan and implement green infrastructure project on Haledon Avenue in Paterson 1st ward	<ul style="list-style-type: none"> • Passaic County • City of Paterson • Open Space Trust Fund 	1.2017-2020 2.2017-2020 3.2017-2018 4.2018-2020	<ul style="list-style-type: none"> • City of Paterson • County of Passaic • Open Space Trust Fund 	<ul style="list-style-type: none"> • Continued funding from the County and EPA • Continued approval through the board of chosen freeholders • Continued and additional federal, State and local funding
	2. Implement Dig In Grant Community Garden	<ul style="list-style-type: none"> • City Green • National Historic Park 	5.2018-2020	<ul style="list-style-type: none"> • City Green • Dig In Grant Recipients 	
	3. Plan and implement County Parks and Municipal Initiatives/Dundee Island Park	<ul style="list-style-type: none"> • Paterson Public Schools 		<ul style="list-style-type: none"> • National Park Service • State of NJ 	
	4. Implement Great Falls National Historic Park/Ampitheater/River Walk project				
	5. Collaborate with schools to make playgrounds more available				
Land Banking	1. Implement City of Paterson’s “Boards Off” Program	<ul style="list-style-type: none"> • City of Paterson • Department of Economic Development 	1.2017-2020 2.2017-2018	<ul style="list-style-type: none"> • Developers • City Staff 	<ul style="list-style-type: none"> • Developers to purchase the properties
	2. Implement Phase 1		3.2018-2020		
	3. Implement Phase 2				

Table 3. Healthy Food Access Action Plan

FOCUS AREA: HEALTHY FOOD ACCESS

Goal: To end hunger in Passaic County by improving the availability, affordability, accessibility, and knowledge of healthy food in Passaic County through multiple strategies and advocacy initiatives.

Objectives:

1. Each year for three years, at least 80% of nutrition and cooking education class participants will demonstrate increased knowledge of nutrition and cooking skills
2. By 2020, increase the number of institutions with wellness policies in Paterson, Clifton, Prospect Park, Haledon, and Passaic City by five
3. By 2020, expand the school breakfast, summer meals, and afterschool dinner programs in each of Paterson, Clifton, Prospect Park, Haledon, and Passaic City by at least 2 schools (10 total)
4. By 2020, increase the number of healthy corner stores in low-income areas in Paterson and Passaic City by 7
5. By 2020, increase the number of institutions that have healthy food procurement practices by 14

Strategy	Activities	Responsible Party	Timeline	Available Resources	Needed Resources
Federal Meals Programs	1. Advocate for ‘Breakfast After the Bell’ for all schools all target districts	• PCFPC Child Nutrition Advocacy Working Group	1. 2017-2019 2. 2017-2020 3. 2018-2020	• Members of the PCFPC Child Nutrition Advocacy Working Group • USDA funding	• Continued funding through the USDA • Additional funding to support staff time • Better online platform to organize groups and promote programs
	2. Recruit, support and promote new sites and new sponsors for summer meals programs in all targeted communities				
	3. Recruit, support and promote new afterschool meals programs				

Wellness Policies	<ol style="list-style-type: none"> 1. Implement healthy vending machine practices in local workplaces 2. Increase physical activities among employees by encouraging the incorporation of physical activities into the worksite 	<ul style="list-style-type: none"> • Various community organizations, schools, and municipalities including the City of Clifton 	<ol style="list-style-type: none"> 1. 2017-2020 2. 2018-2020 	<ul style="list-style-type: none"> • Staff of various community organizations and municipalities 	<ul style="list-style-type: none"> • Additional funding to support staff time
Healthy Corner Stores	<ol style="list-style-type: none"> 1. Support seven corner stores and schools in Passaic City and Paterson City 2. Support three new corner stores and schools in Paterson 	<ul style="list-style-type: none"> • PCFPC Healthy Corner Store Working Group • Smile for Charity/Rutgers Cooperative Extension 	<ol style="list-style-type: none"> 1. 2017-2018 2. 2018-2019 	<ul style="list-style-type: none"> • Staff from lead organizations • Funding from the Food Trust and NJHCN 	<ul style="list-style-type: none"> • Additional funding is needed to fund program for new stores in Paterson
Healthy Food Procurement	<ol style="list-style-type: none"> 1. Create a purchasing cooperative to enable institutions (schools, food pantries, corner stores) to purchase directly from local farmers at an affordable price 2. Complete a feasibility study for Paterson Public Schools to expand local food procurement practices 	<ul style="list-style-type: none"> • PCFPC Buying Club Working Group/ City Green • Paterson Public Schools • Rutgers Cooperative Extension 	<ol style="list-style-type: none"> 1. 2019-2020 2. 2017-2018 	<ul style="list-style-type: none"> • Members of the Buying Club Working Group • Staff from City Green • City Green refrigeration and transportation services 	<ul style="list-style-type: none"> • Planning grant to support a feasibility study and business plan • City Green would need to hire a Buying Club coordinator to support the work • USDA funding to support the program

Nutrition and Cooking Knowledge	1. Identify, schedule and provide Nutrition and Cooking Education classes in schools	<ul style="list-style-type: none"> • PCFPC Members • Rutgers SNAP-Ed • FoodCorps 	1. 2017-2020 2. 2017-2020	<ul style="list-style-type: none"> • Staff from a number of schools and organizations • Funding from schools, NJHCN, SNAP-Ed • Staff from a number of community and faith based organizations to implement the activity 	<ul style="list-style-type: none"> • Additional funding is needed to support and expand programming
	2. Identify, schedule and provide Nutrition and Cooking Education classes in community-based organizations	<ul style="list-style-type: none"> • Schools • New Destiny Family Success Center • Eva’s Village 			

Table 4. Access to Clinical Healthcare Action Plan

FOCUS AREA: ACCESS TO CLINICAL HEALTHCARE

Goal: To improve access to primary care of the high-risk, low-income, vulnerable population through a particular focus on nutrition, diabetes and heart disease.

Objectives:

1. By 2020, increase access to primary care for high risk populations
2. By 2020, improve the coordination of care between acute care providers and community based service providers

Strategy	Activities	Responsible Party	Timeline	Available Resources	Needed Resources
School-based Healthcare Centers	1. Work with Boards of Education to identify additional schools based on lack to healthcare and which populations	• Board of Education	1.2017-2018	• Board of Education	• Additional funding is needed to support expansion
	2. Assess resources needed for new and existing community schools	• St. Joseph’s Regional Health Care System	2.2017-2018	• Parent teacher associations	
	3. Open one new school-based healthcare center in a low income community within Passaic County		3.2019-2020	• Primary Care Providers • School Nurses • Graduate medical residents	
Community Healthcare Workers	1. Identify and recruit community healthcare workers	• St. Joseph’s Regional Health Care System	1.2017-2018	• County Health Department	
	2. Provide training and orientation for workers	(SJRHCS)	2.2017-2018	• Berkley College • PCCC • William Paterson University	

				• SJRHCS staff and funding	
Behavioral Health Primary Care Integration	<ol style="list-style-type: none"> 1. Identify primary care practice positioned for BH integration 2. Identify funding source 3. Hire and train the new behavioral health consultant 4. Place behavioral health consultant in primary care practice for patient care 5. Provide integrated behavioral healthcare 	<ul style="list-style-type: none"> • St. Joseph's Regional Health Care System • Behavioral Health Administration 	<ol style="list-style-type: none"> 1. 2017-2018 2. 2017-2020 3. 2018-2019 4. 2019-2020 5. 2019-2020 	<ul style="list-style-type: none"> • Hospital owned practices and private practices in the surrounding community serving the hospital community • Behavioral Health Administration • Humanresources 	<ul style="list-style-type: none"> • Behavioral Health Consultant to staff primary care practice, EMR inclusive of both specialties; affiliation agreement • Start-up funding for training in integration model of care for entire team and for the Behavioral Health consultant position

Table 5. Blueprint for Action Timeline (2017-2020)

Strategies	Activities	2017	2018	2019	2020
FOCUS AREA: ECONOMIC DEVELOPMENT					
Vocational Training for Adults	1. Identify new sources of funding for training programs				
	2. Coordinate programming between lead agencies (possibly create a consortium of vocational training programs)				
	3. Work with Passaic County Workforce Development Board and Passaic County One Stop Career Center to highlight training needs of Paterson residents				
	4. Promote available job training and job placement resources to Paterson residents				
Food Business Incubator	1. Fundraise to complete construction of the incubator/build out of incubator				
	2. Provide support to new businesses through training, micro loans and work space				
	3. Create new businesses or expand existing ones				
Business Improvement / Lease Incentive Program	1. Provide grants to street level new and expanding small businesses in Urban Enterprise Zones				
	2. Identify and provide lease assistance to new and existing industrial or retail business at street level via reimbursement or subsidies				
FOCUS AREA: COMMUNITY SAFETY					
Streetscape Design/CPTED	1. Organize community improvement days to install lighting, clean up garbage, and install safety items such as smoke detectors				
	2. Pursue funding resources to support expanding CPTED process to include built environment improvements				
	3. Expand curbs, implementing crosswalks, shade trees, improved signage, street quilt (traffic calming)				

Neighborhood Watch	1. Identify and coordinate existing neighborhood watches and Special Improvement Districts				
	2. Implement sector based neighborhood policing program				
Violence Prevention Programs	1. Increase number of programs that offer violence prevention programming				
	2. Implement restorative justice programs in schools				
	3. Safe Routes to Schools Review				
Green Spaces, Gardens, and Parks	1. Plan and implement green infrastructure project on Haledon Avenue in Paterson 1st ward				
	2. Implement Dig In Grant Community Garden				
	3. Plan and implement County Parks and Municipal Initiatives/Dundee Island Park				
	4. Implement Great Falls National Historic Park/Ampitheater/River Walk project				
	5. Collaborate with schools to make playgrounds more available				
Land Banking	1. Implement City of Paterson’s “Boards Off” Program				
	2. Implement Phase 1				
	3. Implement Phase 2				
FOCUS AREA: HEALTHY FOOD ACCESS					
Federal Meals Programs	1. Advocate for ‘Breakfast After the Bell’ for all schools all target districts				
	2. Recruit, support and promote new sites and new sponsors for summer meals programs in all targeted communities				
	3. Recruit, support and promote new after school meals programs Review				
Wellness Policies	1. Employees will have access to healthy food choices at the workplace				
	2. Increase physical activities among employees by encouraging the incorporation of physical activities into the worksite				
Healthy Corner Stores	1. Support seven corner stores and schools in Passaic City and Paterson City				
	2. Support three new corner stores and schools in Paterson				

Healthy Food Procurement	1. Create a purchasing cooperative to enable institutions (schools, food pantries, corner stores) to purchase directly from local farmers at an affordable price				
	2. Complete a feasibility study for Paterson Public Schools to expand local food procurement practices				
Nutrition and Cooking Knowledge	1. Identify, schedule and provide Nutrition and Cooking Education classes in schools				
	2. Identify, schedule and provide Nutrition and Cooking Education classes in community-based organizations				
FOCUS AREA: ACCESS TO CLINICAL HEALTHCARE					
School-based Healthcare Centers	1. Work with Boards of Education to identify additional schools based on lack to healthcare and which populations				
	2. Assess resources needed for new and existing community schools				
	3. Open one new school-based healthcare center in a low income community within Passaic County				
Community Healthcare Workers	1. Identify and recruit community healthcare workers				
	2. Provide training and orientation for workers				
Behavioral Health Primary Care Integration	1. Identify primary care practice positioned for BH integration				
	2. Identify funding source				
	3. Hire and train the new behavioral health consultant				
	4. Place behavioral health consultant in primary care practice for patient care				
	5. Provide integrated behavioral healthcare				

CONCLUSION – A BRIGHT FUTURE AHEAD

The PCFPC and the BSLT created a shared vision for a culture of health in Paterson and beyond. We expect to hold ourselves and one another accountable for moving forward and implementing our plan.

The UWPC will oversee the implementation of the Blueprint for Action. This will include assigning a partner to lead each focus area; convening regular PCFPC meetings to review progress and challenges in implementing the plan; and developing and implementing an evaluation plan to monitor achievement of the objectives and assess the outcomes of the strategies. The UWPC will communicate progress and results through a multifaceted communication strategy that will include: community stakeholder meetings six times a year; a yearly public forum to share results; and social media posts and online blog posts to share successes.

Our Blueprint for Action is a roadmap for our work beyond 2020 as it lays the groundwork for long-term, sustainable policy, system, and environmental changes that will impact our communities for years to come. We see opportunities for next steps to work with partners in the area of environmental change to include: homes everyone can afford, clean air and water, and improved access to transportation.

Collective action requires adaptability and flexibility to adjust to shifting political and economic local, state, and national forces. With that in mind, we will continue to assess our progress and respond to changes in an ever-shifting landscape as necessary. We are energized by this planning process and simultaneously feel the weight of what is at stake. The people of Passaic County deserve a healthy community in which to live, work, pray, and play without fear. We acknowledge that this process is hard work and time consuming but we are a coalition that is deeply committed to our community and to this endeavor. We know that we have the right people at the table and will continue to engage new partners to strengthen our collaboration. We will advocate for the success of this Blueprint for Action for the sake of ourselves and our community. We are stronger than the challenges we face. As we plan for the future, we celebrate and build on Paterson's past vibrancy to create a new era of health and vitality that is inclusive to all.

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APPENDIX 1: LIST OF PASSAIC COUNTY FOOD POLICY COUNCIL MEMBER ORGANIZATIONS

Passaic County Food Policy Council Member Organizations

- Alliance for a Healthier Generation
- Assemblyman Benjie Wimberly, Yvette Roland
- Bridge Hope Community Development Corporation
- Catholic Charities
- Center for Family Resources
- Children's Aid & Family Services
- City Green
- City of Paterson Economic Development
- City of Paterson Health & Human Services
- Center of United Methodist Aid to the Community Ecumenically Concerned Helping Others (CUMAC/ECHO)
- Eva's Village
- Food Corps
- Habitat for Humanity
- New Hope Community Ministries
- New Jersey Anti-Hunger Coalition
- New Jersey Community Development Corporation
- New Jersey Community Food Bank
- Northern NJ Maternal-Child Consortium
- Parent Education Organizing Council
- Passaic County Department of Planning & Economic Development
- Passaic County Department of Health
- Passaic County Division of Nutrition Services, Department of Senior Services
- Passaic County Public Health Partnership
- Paterson Alliance
- Paterson Board of Education/ Food Service Department
- Paterson Boys and Girls Club
- Paterson Education Fund
- Paterson Great Falls Youth Build
- Paterson Housing Authority
- Paterson Public Library
- Paterson Restoration Corporation

- Paterson Task Force
- Rutgers Cooperative Extension of Passaic County
- Rutgers SNAP- Ed Passaic County
- Shoprite – Little Falls, NJ
- Shoprite – Passaic, NJ
- Shoprite – Wayne, NJ
- Small Business Development Center
- Smile for Charity
- St. Augustine Church
- St. Joseph's Regional Healthcare System
- St. Joseph's Regional Medical Center Foundation
- St. Peter's Haven
- St. Paul's Community Development Corporation
- Star of Hope Ministries
- United Way of Passaic County
- Wayne YMCA

APPENDIX 2: GLOSSARY OF TERMS

Boards Off Program: A pilot program in Paterson aimed at acquiring and rehabilitating abandoned properties. The City’s Division of Planning and Zoning’s Boards is preparing redevelopment plans for various wards throughout Paterson to turn vacant and underutilized properties into modern multi-family housing, new job creating retail businesses, and commercial, industrial and hi-tech buildings.

Community Healthcare Workers: The American Public Health Association defines Community Healthcare Workers as frontline public health workers whom are trusted members of and/or has an unusually close understanding of the community they serve. This trusting relationship enables the worker to serve as a liaison/link/intermediary between health/social services and the community to facilitate access to services and improve the quality and cultural competence of service delivery.

Community School: A community school is both a place and a set of partnerships between the school and other community resources. Its integrated focus on academics, youth development, family support, health and social services and community development leads to improved student learning, stronger families and healthier communities.

Culture of Health: The Robert Wood Johnson Foundation defines a Culture of Health broadly as culture in which good health and well-being flourish across geographic, demographic, and social sectors; fostering healthy equitable communities, guiding public and private decision making; and where everyone has the opportunity to make choices that lead to healthy lifestyles.

Federal Poverty Level (FPL): Determined by the Department of Health and Human Services, the FPL, is the set minimum amount of gross income that a family needs for food, clothing, transportation, shelter and other necessities in the United States. FPL varies according to family size. The FPL is used to determine a family’s eligibility for government programs and benefits.

Fist of Five: Fist of Five is a process of decision making as a way to check the “sense of the group,” or to check the quality of the consensus. Fist to Five is accomplished by raising hands as in voting, with the number of fingers raised that indicates level of agreement.

Food Business Incubator: A comprehensive assistance program designed to help food startups become financially viable food companies. Incubators provide a shared commercial kitchen space and technical support, such as equipment and recipe assistance, to food entrepreneurs for a monthly fee.

Green Infrastructure: The United State Environmental Protection Agency defines green infrastructure as a cost-effective, resilient approach to managing water impacts, which provides many community benefits.

High Risk Populations/Communities: A group of people or a community with a higher-than-expected risk for developing a particular disease or health outcome, due to certain social and ecological determinants such as genetics, race/ethnicity, physical attributes, lifestyle, socioeconomic status, level of educational attainment, as well as both the physical and natural environment of their community.

Land Banking: The University of Michigan describes that process of land banking as a government sponsored, legal mechanism to transform vacant, abandoned and tax-foreclosed property into usable space for community revitalization. Abandoned properties are purchased at reduced prices and held in the land bank until the community has identified an appropriate new use. Land banking facilitates redevelopment in older communities that generally have little available land and blighted neighborhoods. Successful land bank programs revitalize blighted neighborhoods and direct reinvestment back into these neighborhoods to support their long-term community vision.

Living Wage: The amount of income needed to provide a decent standard of living. It should pay for cost of living in any location, and should be adjusted to compensate for inflation. The purpose of a living wage is to ensure a full-time worker has enough money to live above the poverty level and avoid homelessness. In New Jersey, the living wage for a single adult is \$12.99 per hour, working full-time at 2080 hours per year.

Low-Income: A measure of poverty in the United States. Typically considered those earning less than twice or 200% of the Federal Poverty Level. For 2013, a family of four making less than \$23,624 is considered at the federal poverty level, and \$47,248 is considered low income.

Restorative Justice Programs: A program based on the theory of justice that emphasizes repairing the harm caused by criminal behavior. Restorative Justice views crime as more than breaking the law – it also causes harm to people, relationships, and the community. A just response to crime addresses those harms as well as the wrongdoing. Programs are designed as cooperative processes that allow all willing stakeholders to meet, ideally leading to transformation of people, relationships and communities.

School-based Health Centers: The center of health in the schools where they are based. Students and their families rely on school-based health centers to meet their needs for a full range of age-appropriate healthcare services. The centers often are operated as a partnership between the school and a community health organization, such as a community health center, hospital, or local health department.

Streetscape Design: A term used to describe the visual elements of a street, including the road, adjoining buildings, sidewalks, street furniture, trees and open spaces, etc, that combine to form the street's character, including the quality of the design and its visual impacts. The concept recognizes that a street is a public place where people are able to engage in various activities.

Urban Enterprise Zone: New Jersey's 1983 Urban Enterprise (UEZ) Program, administered by the Department of Community Affairs (DCA) fosters an economic climate that revitalizes designated urban communities and stimulates their growth by encouraging businesses to develop and create jobs through public and private investment.

World Café Model: The *World Café* Model is a whole group interaction method focused on conversations. A Café Conversation is a creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action in groups of all sizes.

APPENDIX 3: COUNTY HEALTH RANKINGS AND ROADMAPS: PASSAIC COUNTY, NEW JERSEY

Passaic (PA)

	Passaic County	Error Margin	Top U.S. Performers[^]	New Jersey	Rank (of 21)
Health Outcomes					15
Length of Life					10
Premature death	5,600	5,400-5,800	5,200	5,500	
Quality of Life					19
Poor or fair health **	21%	20-21%	12%	15%	
Poor physical health days **	4.0	3.9-4.2	3.0	3.2	
Poor mental health days **	3.7	3.6-3.9	3.0	3.4	
Low birthweight	9%	8-9%	6%	8%	
Health Factors					17
Health Behaviors					14
Adult smoking **	14%	14-15%	14%	14%	
Adult obesity	26%	23-28%	26%	26%	
Food environment index	8.4		8.4	8.2	
Physical inactivity	23%	21-25%	19%	23%	
Access to exercise opportunities	100%		91%	95%	
Excessive drinking **	16%	16-17%	12%	18%	
Alcohol-impaired driving deaths	35%	31-39%	13%	24%	
Sexually transmitted infections	501.5		145.5	336.0	
Teen births	31	30-32	17	19	
Clinical Care					18
Uninsured	16%	15-17%	8%	13%	
Primary care physicians	1,700:1		1,040:1	1,170:1	
Dentists	1,420:1		1,320:1	1,210:1	
Mental health providers	990:1		360:1	580:1	
Preventable hospital stays	56	54-58	36	50	
Diabetes monitoring	84%	81-86%	91%	85%	
Mammography screening	58%	55-60%	71%	61%	
Social & Economic Factors					17
High school graduation	87%		95%	90%	
Some college	52%	51-54%	72%	67%	
Unemployment	6.9%		3.3%	5.6%	
Children in poverty	26%	23-29%	12%	16%	
Income inequality	5.8	5.6-6.0	3.7	5.1	
Children in single-parent households	38%	36-40%	21%	30%	
Social associations	7.4		22.1	8.3	
Violent crime	451		62	280	
Injury deaths	42	39-44	53	47	
Physical Environment					20
Air pollution - particulate matter **	9.8		6.7	9.8	
Drinking water violations	Yes				
Severe housing problems	34%	33-35%	9%	23%	
Driving alone to work	71%	70-72%	72%	72%	
Long commute - driving alone	37%	35-38%	15%	42%	

Areas to Explore Areas of Strength

[^] 10th/90th percentile, i.e., only 10% are better.
Note: Blank values reflect unreliable or missing data
** Data should not be compared with prior years

APPENDIX 4: SUMMARY REPORT OF THE 2016 COMMUNITY HEALTH NEEDS ASSESSMENT REPORT: SOUTHERN PASSAIC COUNTY

Summary Report

2016 Community Health Needs Assessment Report

Southern Passaic County

Prepared for:

St. Joseph's Regional Medical Center

By:

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Professional Research Consultants, Inc.

Summary of Findings



Professional Research Consultants, Inc.

Significant Health Needs of the Community

The following “areas of opportunity” represent the significant health needs of the community, based on the information gathered through this Community Health Needs Assessment and the guidelines set forth in Healthy People 2020. From these data, opportunities for health improvement exist in the area with regard to the following health issues (see also the summary tables presented in the following section).

The Areas of Opportunity were determined after consideration of various criteria, including: standing in comparison with benchmark data (particularly national data); the preponderance of significant findings within topic areas; the magnitude of the issue in terms of the number of persons affected; and the potential health impact of a given issue. These also take into account those issues of greatest concern to the community stakeholders (key informants) giving input to this process. These also take into account input from key stakeholders in the community.

Areas of Opportunity Identified Through This Assessment	
Access to Healthcare Services	<ul style="list-style-type: none"> • Barriers to Access <ul style="list-style-type: none"> ○ Inconvenient Office Hours ○ Cost of Prescriptions ○ Cost of Physician Visits ○ Appointment Availability ○ Finding a Physician ○ Lack of Transportation • Skipping/Stretching Prescriptions • Primary Care Physician Ratio • Emergency Room Utilization • Low Health Literacy • Advance Directive Documents • Linguistically Isolated Population
Cancer	<ul style="list-style-type: none"> • Cancer is a leading cause of death. • Female Breast and Colorectal Cancer Deaths • Prostate and Cervical Cancer Incidence • Colorectal Cancer Screening
Diabetes	<ul style="list-style-type: none"> • Prevalence of Borderline/Pre-Diabetes • Diabetes ranked as a top concern in the Online Key Informant Survey.
Heart Disease & Stroke	<ul style="list-style-type: none"> • Cardiovascular disease is a leading cause of death. • Overall Cardiovascular Risk • Heart Disease & Stroke ranked as a top concern in the Online Key Informant Survey.
HIV/AIDS	<ul style="list-style-type: none"> • HIV/AIDS Deaths • HIV Prevalence
Housing	<ul style="list-style-type: none"> • Worry/Stress Over Rent/Mortgage

— continued next page —

Areas of Opportunity (continued)

Immunizations & Infectious Diseases	<ul style="list-style-type: none"> • Flu Vaccination [High-Risk Age 18-64] • Pneumonia Vaccination [Age 65+] • Septicemia Deaths
Injury & Violence	<ul style="list-style-type: none"> • Violent Crime Rate • “Fair/Poor” Neighborhood Safety • Violent Crime Experience • Injury & Violence ranked as a top concern in the Online Key Informant Survey.
Mental Health	<ul style="list-style-type: none"> • Stress • Seeking Professional Help [with Diagnosed Depression] • Mental Health ranked as a top concern in the Online Key Informant Survey.
Nutrition, Physical Activity & Weight	<ul style="list-style-type: none"> • Food Insecurity • Overweight [Adults] • Children’s Physical Activity • Nutrition, Physical Activity & Weight ranked as a top concern in the Online Key Informant Survey
Oral Health	<ul style="list-style-type: none"> • Children’s Dental Care
Potentially Disabling Conditions	<ul style="list-style-type: none"> • Arthritis Prevalence [Age 50+] • Sciatica/Back Pain Prevalence
Respiratory Diseases	<ul style="list-style-type: none"> • Asthma Prevalence [Children]
Sexually Transmitted Diseases	<ul style="list-style-type: none"> • Gonorrhea Incidence • Chlamydia Incidence
Substance Abuse	<ul style="list-style-type: none"> • Substance Abuse ranked as a top concern in the Online Key Informant Survey.

Prioritization of Health Needs

On October 25, 2016, St. Joseph's Regional Medical Center convened a group of internal and community stakeholders (representing a cross-section of community-based agencies and organizations) to evaluate, discuss and prioritize health issues for community, based on findings of this Community Health Needs Assessment (CHNA). Professional Research Consultants, Inc. (PRC) began the meeting with a presentation of key findings from the CHNA, highlighting the significant health issues identified from the research (see Areas of Opportunity above).

Following the data review, PRC answered any questions and facilitated a group dialogue, allowing participants to advocate for any of the health issues discussed. A hospital representative also provided guidance to the group, describing existing activities, initiatives, resources, etc., relating to the Areas of Opportunity. Finally, participants were provided an overview of the prioritization exercise that followed.

In order to assign priority to the identified health needs (i.e., Areas of Opportunity), a wireless audience response system was used in which each participant was able to register his/her ratings using a small remote keypad. The participants were asked to evaluate each health issue along two criteria:

- **Scope & Severity** — The first rating was to gauge the magnitude of the problem in consideration of the following:
 - How many people are affected?
 - How does the local community data compare to state or national levels, or Healthy People 2020 targets?
 - To what degree does each health issue lead to death or disability, impair quality of life, or impact other health issues?

Ratings were entered on a scale of 1 (not very prevalent at all, with only minimal health consequences) to 10 (extremely prevalent, with very serious health consequences).

- **Ability to Impact** — A second rating was designed to measure the perceived likelihood of the hospital having a positive impact on each health issue, given available resources, competencies, spheres of influence, etc. Ratings were entered on a scale of 1 (no ability to impact) to 10 (great ability to impact).

Individuals' ratings for each criteria were averaged for each tested health issue, and then these composite criteria scores were averaged to produce an overall score. This process yielded the following prioritized list of community health needs:

1. **Nutrition, Physical Activity & Weight**
2. **Heart Disease & Stroke**
3. **Diabetes**
4. **Mental Health**
5. **Cancer**

- 6. Substance Abuse**
- 7. Access to Healthcare Services**
- 8. HIV/AIDS**
- 9. Immunization & Infectious Diseases**
- 10. Housing**
- 11. Oral Health**
- 12. Injury & Violence**
- 13. Respiratory Diseases**
- 14. Sexually Transmitted Diseases**
- 15. Potentially Disabling Conditions**

While the hospital will likely not implement strategies for all of these health issues, the results of this prioritization exercise will be used to inform the development of St. Joseph's Regional Medical Center's Implementation Strategy to address the top health needs of the community in the coming years.

Summary Tables: Comparisons With Benchmark Data

The following tables provide an overview of indicators in Southern Passaic County. These data are grouped to correspond with the Focus Areas presented in Healthy People 2020.

Reading the Data Summary Tables

- In the following charts, Southern Passaic County results are shown in the larger, blue column.
- The green columns [to the left of the Southern Passaic County column] provide comparisons among the 6 communities, identifying differences for each as “better than” (**B**), “worse than” (**h**), or “similar to” (d) the combined opposing areas.
- The columns to the right of the Southern Passaic County column provide comparisons between local data and any available state and national findings, and Healthy People 2020 targets. Symbols indicate whether Southern Passaic County compares favorably (**B**), unfavorably (**h**), or comparably (d) to these external data.

In the following tables, note that:

- Blank table cells signify that data are not available or are not reliable for that area and/or for that indicator.
- Indicator labels beginning with a “%” are taken from the PRC Community Health Survey; the remaining indicators are taken from secondary data sources.
 - Survey-derived data reflect the ZIP Code-defined Southern Passaic County.
 - Other (secondary) data indicators reflect the entirety of Passaic County.

Each Sub-Area vs. Others Combined

Social Determinants	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Linguistically Isolated Population (Percent)						
Population in Poverty (Percent)						
Population Below 200% FPL (Percent)						
Children Below 200% FPL (Percent)						
No High School Diploma (Age 25+, Percent)						
Unemployment Rate (Age 16+, Percent)						
% Worry/Stress Over Rent/Mortgage in Past Year	d 39.6	h 51.3	B 29.7	h 49.6	B 31.2	B 21.2
% Worried About Food in the Past Year	B 11.3	h 40.6	d 23.8	h 35.7	B 14.7	B 7.2
% Ran Out of Food in the Past Year	B 6.9	h 37.4	B 17.2	h 30.2	B 9.7	B 12.1
% Food Insecure	B 13.4	h 45.2	d 25.8	h 39.1	B 15.8	B 13.7
<p>Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.</p>						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
11.4	h 6.8	h 4.7	
16.4	h 10.7	d 15.6	
35.2	h 24.6	d 34.5	
47.7	h 31.5	h 44.2	
17.5	h 11.6	h 13.7	
5.9	h 4.7	h 5.3	
42.5		h 31.6	
28.6		h 21.0	
24.8		h 19.9	
32.1		h 25.9	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Overall Health	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% "Fair/Poor" Physical Health	B 10.1	h 27.4	B 7.1	d 19.4	B 10.3	B 11.1
% Activity Limitations	d 20.8	d 21.1	d 19.1	d 22.2	d 16.1	d 22.7
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
18.0	d 16.9	d 18.3	
21.0	h 16.3	d 20.0	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Access to Health Services	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% [Age 18-64] Lack Health Insurance	B 1.1	h 11.1	B 1.2	d 8.6	d 5.5	d 7.9
% [Insured 18-64] Have Coverage Through ACA	d 13.4	h 15.9	B 4.2	d 15.4	B 4.6	B 5.2
% Difficulty Accessing Healthcare in Past Year (Composite)	B 32.4	h 61.4	B 35.9	h 53.6	B 35.5	B 31.4
% Inconvenient Hrs Prevented Dr Visit in Past Year	d 15.3	d 25.4	d 16.7	h 27.9	d 16.8	B 11.4
% Cost Prevented Getting Prescription in Past Year	B 7.1	h 20.2	B 7.8	h 18.9	B 6.6	d 10.6
% Cost Prevented Physician Visit in Past Year	B 11.4	h 25.8	B 5.5	d 20.8	B 10.3	B 8.8

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
7.7	B 15.0	d 10.1	h 0.0
12.1		d 10.8	
48.0		h 35.0	
22.0		h 14.4	
15.1		h 9.5	
17.7		h 11.5	

Each Sub-Area vs. Others Combined

Access to Health Services (continued)	Each Sub-Area vs. Others Combined						Southern Passaic County	Southern Passaic County vs. Benchmarks		
	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest		vs. NJ	vs. US	vs. HP2020
% Difficulty Getting Appointment in Past Year	B 13.3	h 25.9	d 16.5	d 22.9	B 13.9	d 17.2	20.8	h 15.4		
% Difficulty Finding Physician in Past Year	d 10.8	h 21.8	d 11.3	d 14.8	B 5.7	B 5.5	14.3	h 8.7		
% Transportation Hindered Dr Visit in Past Year	B 4.2	h 16.7	d 7.2	d 10.0	d 8.4	B 2.2	10.1	h 5.0		
% Language/Culture Prevented Care in Past Year	B 0.0	h 6.1	B 0.0	d 3.4	B 0.5	B 0.0	2.9	d 1.7		
% Skipped Prescription Doses to Save Costs	d 15.6	d 19.3	B 7.0	d 17.4	d 10.8	d 11.2	15.6	h 10.2		
% Difficulty Getting Child's Healthcare in Past Year							7.3	d 3.9		
% Have Completed Advance Directive Documents	d 24.9	h 14.7	d 26.3	d 20.2	d 26.3	B 39.4	22.4	h 33.7		
% Low Health Literacy	d 20.4	h 35.5	B 16.0	d 28.2	d 28.4	B 16.7	27.1	h 23.3		
Primary Care Doctors per 100,000							57.5	h 85.6	h 74.5	
% [Age 18+] Have a Specific Source of Ongoing Care	d 76.6	h 62.3	B 85.4	d 71.4	B 85.4	B 87.4	73.5	d 74.0	h 95.0	
% [Age 18-64] Have a Specific Source of Ongoing Care	d 75.4	h 63.1	B 86.4	d 69.3	B 84.8	B 86.2	72.4	d 73.1	h 89.4	

Each Sub-Area vs. Others Combined

Access to Health Services (continued)	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% [Age 65+] Have a Specific Source of Ongoing Care						
% Expect Care at Teaching Hospital to be "Worse"	d 7.0	d 13.6	d 11.6	d 11.0	d 10.2	B 4.2
% Have Had Routine Checkup in Past Year	d 66.5	B 81.3	d 74.8	h 69.5	d 72.9	d 77.0
% Child Has Had Checkup in Past Year						
% Two or More ER Visits in Past Year	B 5.5	h 21.4	d 10.1	B 8.0	B 2.3	d 7.0
% Rate Local Healthcare "Fair/Poor"	d 9.2	h 19.6	B 7.7	d 17.4	B 6.2	B 5.9
<p>Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.</p>						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
77.2		d 76.8	h 100.0
10.4			
74.2	d 75.9	d 70.5	
87.9		d 89.3	
11.3		h 8.5	
14.1		d 14.2	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Arthritis, Osteoporosis & Chronic Back Conditions	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% [50+] Arthritis/Rheumatism	d 49.7	d 37.4	d 44.6	d 42.0	d 37.6	d 34.1
% [50+] Osteoporosis	d 15.1	d 6.9	d 6.2	d 11.0	d 14.7	d 8.1
% Sciatica/Chronic Back Pain	d 25.9	h 30.4	d 21.9	d 22.8	B 16.9	d 21.1
% Caregiver to a Friend/Family Member	d 24.3	d 23.5	d 26.7	B 18.2	d 27.2	d 24.4
<p>Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.</p>						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
40.4		h 32.0	
10.1		d 8.7	h 5.3
24.6		h 19.4	
22.6		d 20.9	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Cancer	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Cancer (Age-Adjusted Death Rate)						
Lung Cancer (Age-Adjusted Death Rate)						
Prostate Cancer (Age-Adjusted Death Rate)						
Female Breast Cancer (Age-Adjusted Death Rate)						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
154.1	d 157.5	B 163.6	d 161.4
34.9	B 38.5	B 43.4	B 45.5
18.2	d 18.5	B 19.2	B 21.8
24.6	h 22.5	h 20.9	h 20.7

Each Sub-Area vs. Others Combined

Cancer (continued)	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Colorectal Cancer (Age-Adjusted Death Rate)						
Prostate Cancer Incidence per 100,000						
Female Breast Cancer Incidence per 100,000						
Lung Cancer Incidence per 100,000						
Colorectal Cancer Incidence per 100,000						
Cervical Cancer Incidence per 100,000						
% Skin Cancer	d 3.4	B 1.4	d 6.9	d 2.5	d 7.3	h 9.4
% Cancer (Other Than Skin)	d 8.1	B 3.6	d 6.7	d 5.0	d 12.3	d 10.2
% [Women 50-74] Mammogram in Past 2 Years						
% [Women 21-65] Pap Smear in Past 3 Years						
% [Age 50+] Sigmoid/Colonoscopy Ever	d 70.5	d 69.0	d 67.9	d 69.1	d 77.9	d 74.7

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
16.6	h 15.0	h 14.6	h 14.5
152.0	d 157.3	h 131.7	
116.9	B 130.2	B 123.0	
55.7	B 60.0	B 63.7	
41.6	B 44.4	d 41.9	
9.2	h 8.0	h 7.7	
3.8	d 4.8	B 7.7	
6.3	d 6.0	d 7.7	
75.7	d 78.2	d 80.3	h 81.1
80.1	h 83.8	d 84.8	h 93.0
70.9	d 67.7	d 75.6	

Each Sub-Area vs. Others Combined

Cancer (continued)	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% [Age 50+] Blood Stool Test in Past 2 Years	d 34.3	B 42.9	d 21.7	d 26.4	d 28.7	d 27.7
% [Age 50-75] Colorectal Cancer Screening	d 61.5	d 69.3	d 57.7	d 66.8	d 72.8	d 68.4
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
31.3	B 11.7	d 31.8	
66.7	d 65.0	h 74.5	d 70.5
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Chronic Kidney Disease	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Kidney Disease (Age-Adjusted Death Rate)						
% Kidney Disease	d 1.5	d 3.5	B 0.0	d 3.5	d 3.1	d 1.1
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
12.8	B 13.5	d 13.2	
2.7	d 2.4	d 3.6	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Dementias, Including Alzheimer's Disease	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Alzheimer's Disease (Age-Adjusted Death Rate)						
% [Age 45+] Increasing Confusion/Memory Loss in Past Yr	d 7.7	d 15.5	d 7.6	d 13.1	d 8.8	d 10.8
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
16.6	d 16.9	B 24.2	
11.8		d 12.8	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Diabetes	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Diabetes Mellitus (Age-Adjusted Death Rate)						
% Diabetes/High Blood Sugar	d 9.9	h 19.7	d 9.3	d 10.9	d 12.8	d 8.6
% Borderline/Pre-Diabetes	d 11.1	d 10.1	d 5.7	d 8.0	d 12.8	B 4.4
% [Non-Diabetes] Blood Sugar Tested in Past 3 Years	d 48.2	d 50.1	d 42.5	d 50.6	B 60.5	d 50.8
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
22.2	h 19.3	d 21.1	h 20.5
13.2	h 9.7	d 14.5	
8.8		h 5.7	
50.4		d 55.1	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Family Planning	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Teen Births per 1,000 (Age 15-19)						
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
34.8	h 21.6	B 36.6	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Hearing & Other Sensory or Communication Disorders	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% Deafness/Trouble Hearing	d 6.0	d 10.7	d 7.6	d 9.0	d 13.9	d 11.7
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
9.8		d 8.6	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Heart Disease & Stroke	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Diseases of the Heart (Age-Adjusted Death Rate)						
Stroke (Age-Adjusted Death Rate)						
% Heart Disease (Heart Attack, Angina, Coronary Disease)	d 5.8	d 6.0	d 4.6	d 5.9	d 5.9	d 4.1

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
175.8	d 169.3	d 169.1	h 156.9
30.0	B 32.2	B 36.5	B 34.8
5.6		d 6.9	

Each Sub-Area vs. Others Combined

Heart Disease & Stroke (continued)	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% Stroke	d 2.2	d 4.6	d 1.1	d 2.2	d 1.1	d 2.5
% Blood Pressure Checked in Past 2 Years	d 94.8	d 92.8	d 92.1	d 91.6	d 95.1	d 91.2
% Told Have High Blood Pressure (Ever)	d 45.1	d 39.2	d 35.9	d 40.2	d 36.5	d 39.4
% [HBP] Taking Action to Control High Blood Pressure						
% Cholesterol Checked in Past 5 Years	d 90.2	d 90.8	B 95.4	h 87.5	d 93.2	d 93.2
% Told Have High Cholesterol (Ever)	d 42.1	d 32.6	d 33.4	d 38.3	h 46.1	d 32.4
% [HBC] Taking Action to Control High Blood Cholesterol						
% 1+ Cardiovascular Risk Factor	d 86.9	h 93.3	d 81.7	d 85.2	d 87.1	d 83.6
<p>Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.</p>						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
2.8	d 2.6	d 2.6	
92.6		d 93.6	d 92.6
39.7	h 31.1	d 36.5	h 26.9
92.4		d 92.5	
90.6	B 81.0	B 87.4	B 82.1
36.6		d 33.5	h 13.5
85.0		d 84.2	
87.5		h 83.0	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

HIV	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
HIV/AIDS (Age-Adjusted Death Rate)						
HIV Prevalence per 100,000						
% Ever Tested for HIV	h 38.8	B 69.4	h 38.0	d 51.1	h 39.6	h 25.8
% [Age 18-44] HIV Test in the Past Year						
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
6.3	h 4.3	h 3.0	h 3.3
656.2	h 505.8	h 353.2	
49.9			
29.3		B 21.3	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Immunization & Infectious Diseases	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% [Age 65+] Flu Vaccine in Past Year						
% [High-Risk 18-64] Flu Vaccine in Past Year						
% [Age 65+] Pneumonia Vaccine Ever						
% [High-Risk 18-64] Pneumonia Vaccine Ever						
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
58.1	d 59.4	d 58.9	h 70.0
36.0		h 48.0	h 70.0
67.4	d 64.1	h 76.3	h 90.0
35.9		d 38.7	h 60.0
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Injury & Violence Prevention	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Unintentional Injury (Age-Adjusted Death Rate)						
Motor Vehicle Crashes (Age-Adjusted Death Rate)						
[65+] Falls (Age-Adjusted Death Rate)						
% [Age 45+] Fell in the Past Year	h 37.8	d 25.8	d 20.6	d 29.2	d 18.2	d 22.8
Firearm-Related Deaths (Age-Adjusted Death Rate)						
% Firearm in Home	B 5.6	d 10.1	d 8.0	d 8.1	d 13.4	h 18.7
% [Homes With Children] Firearm in Home						
% [Homes With Firearms] Weapon(s) Unlocked & Loaded						
Homicide (Age-Adjusted Death Rate)						
Violent Crime per 100,000						
% Perceive Neighborhood as "Slightly/Not At All Safe"	B 10.7	h 55.3	B 9.7	B 22.0	B 11.7	B 5.2

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
31.5	d 31.5	B 39.7	B 36.4
6.5	d 6.2	B 10.6	B 12.4
38.4	h 27.1	B 57.2	B 47.0
26.7		d 28.2	
5.8	h 5.4	B 10.4	B 9.3
10.1		B 33.8	
11.4		B 31.0	
11.6		B 20.4	
5.1	h 4.7	d 5.2	B 5.5
497.3	h 302.0	h 395.5	
26.6		h 15.3	

Each Sub-Area vs. Others Combined

Injury & Violence Prevention (continued)	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% Victim of Violent Crime in Past 5 Years	B 1.0	h 11.1	d 2.6	B 2.5	B 0.0	B 0.0
% Victim of Domestic Violence (Ever)	d 8.8	d 15.3	d 12.3	d 14.5	d 12.4	B 7.3
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
4.4		h 2.3	
12.9		d 15.1	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Maternal, Infant & Child Health	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Low Birthweight Births (Percent)						
Infant Death Rate						
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
8.6	d 8.4	d 8.2	h 7.8
3.8	B 4.4	B 5.9	B 6.0
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Mental Health & Mental Disorders	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% "Fair/Poor" Mental Health	d 12.8	d 14.8	d 14.2	d 16.7	d 10.8	B 4.4
% Diagnosed Depression	d 15.8	d 17.8	d 20.7	d 19.5	B 10.5	B 10.6
% Symptoms of Chronic Depression (2+ Years)	d 26.3	h 41.7	B 24.0	h 38.5	B 22.3	B 15.1
Suicide (Age-Adjusted Death Rate)						
% Ever Sought Help for Mental Health	B 33.9	d 24.1	d 30.7	d 24.4	d 19.6	d 17.9
% Taking Rx/Receiving Mental Health Trtmt	d 14.2	d 14.8	d 9.2	d 13.1	d 9.9	d 8.1
% Unable to Get Mental Health Svcs in Past Yr	d 5.1	d 7.6	B 1.9	d 6.9	B 1.6	B 0.0
% [Those With Diagnosed Depression] Seeking Help						
% Typical Day Is "Extremely/Very" Stressful	d 12.9	d 18.1	d 10.0	d 15.4	d 18.0	d 13.2
% Average <7 Hours of Sleep per Night	d 40.3	d 43.8	d 36.3	d 39.6	d 33.0	d 33.2
<p>Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.</p>						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
13.6		d 15.5	
17.0	h 13.4	d 17.9	
32.8		d 29.9	
6.4	B 7.9	B 12.7	B 10.2
24.8		d 27.4	
12.5		d 13.6	
5.3		d 4.4	
82.2		h 91.7	
15.4		h 11.7	
39.4		d 39.5	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Nutrition, Physical Activity & Weight	Each Sub-Area vs. Others Combined						Southern Passaic County	Southern Passaic County vs. Benchmarks			
	Bergen	Paterson	Northwest	Passaic/Clifton	Southwest	Wayne/Southwest		vs. NJ	vs. US	vs. HP2020	
% Eat 5+ Servings of Fruit or Vegetables per Day	d 32.1	h 20.1	d 33.6	d 29.6	d 22.1	d 34.3	27.3	d 27.4			
% "Very/Somewhat" Difficult to Buy Fresh Produce	d 24.1	h 33.1	d 20.9	h 30.5	B 10.7	B 5.8	25.2	d 21.9			
Population With Low Food Access (Percent)							13.1	B 26.3	B 23.6		
% 7+ Sugar-Sweetened Drinks in Past Week	B 13.7	d 25.3	d 22.3	d 22.0	d 16.7	d 17.9	21.1	B 30.2			
% Healthy Weight (BMI 18.5-24.9)	d 23.5	h 21.1	d 27.0	B 35.7	d 26.5	d 33.7	28.3	h 35.1	h 32.9	h 33.9	
% Overweight (BMI 25+)	d 75.9	h 77.2	d 71.1	B 63.4	d 73.5	d 64.1	70.4	h 63.2	h 65.2		
% Obese (BMI 30+)	d 31.7	d 37.1	d 33.3	d 31.6	d 34.2	d 30.8	33.5	h 26.9	d 33.4	h 30.5	
% Medical Advice on Weight in Past Year	d 25.1	d 36.8	d 28.0	d 34.6	d 31.6	d 26.6	32.5	B 20.4			
% [Overweights] Counseled About Weight in Past Year	d 30.2	d 39.9	d 32.9	B 47.3	d 41.4	d 36.5	40.1	B 27.1			
% [Obese Adults] Counseled About Weight in Past Year							54.4	B 40.8			
% Child [Age 5-17] Healthy Weight							60.1	d 67.2			

Each Sub-Area vs. Others Combined

Nutrition, Physical Activity & Weight (continued)	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% Children [Age 5-17] Overweight (85th Percentile)						
% Children [Age 5-17] Obese (95th Percentile)						
% No Leisure-Time Physical Activity	B 20.9	d 33.6	B 15.1	h 33.6	d 21.7	d 28.4
% Meeting Physical Activity Guidelines	d 24.8	d 23.4	d 28.9	d 23.6	h 17.4	B 37.3
Recreation/Fitness Facilities per 100,000						
% Child [Age 2-17] Physically Active 1+ Hours per Day						
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
26.7		d 24.2	
13.2		d 9.5	d 14.5
29.1	h 23.3	d 27.9	B 32.6
25.3	B 21.6	d 23.6	B 20.1
10.2	h 14.3	d 9.7	
36.4		h 47.9	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Oral Health	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% [Age 18+] Dental Visit in Past Year	B 77.1	h 58.8	d 67.1	d 67.7	B 81.2	B 82.1
% Child [Age 2-17] Dental Visit in Past Year						
% Have Dental Insurance	d 64.7	d 75.2	d 77.4	d 68.5	d 74.7	d 75.8
<p>Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.</p>						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
68.8	d 70.2	d 67.2	B 49.0
80.5		h 90.7	B 49.0
72.1		B 66.5	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Respiratory Diseases	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
CLRD (Age-Adjusted Death Rate)						
Pneumonia/Influenza (Age-Adjusted Death Rate)						
% COPD (Lung Disease)	d 7.4	d 11.3	d 5.7	d 6.3	d 12.9	d 6.2
% [Adult] Currently Has Asthma	d 15.0	h 14.5	B 5.0	d 9.3	d 8.4	d 6.6
% [Child 0-17] Currently Has Asthma						
<p>Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.</p>						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
32.5	h 30.4	B 41.4	
13.5	h 11.5	B 15.1	
8.4	h 5.6	d 9.5	
10.7	h 8.3	d 9.5	
12.1		h 6.5	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Septicemia	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Septicemia (Age-Adjusted Death Rate)						
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
23.1	h 16.5	h 10.6	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Sexually Transmitted Diseases	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Gonorrhea Incidence per 100,000						
Chlamydia Incidence per 100,000						
% [Unmarried 18-64] 3+ Sexual Partners in Past Year						
% [Unmarried 18-64] Using Condoms						
Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.						

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
128.0	h 74.6	h 110.7	
501.5	h 335.2	h 456.1	
10.1		d 10.3	
41.2		d 44.5	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Substance Abuse	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
Cirrhosis/Liver Disease (Age-Adjusted Death Rate)						
% Current Drinker	d 56.4	B 49.5	h 70.5	d 53.3	h 67.6	d 55.8
% Excessive Drinker	d 19.6	d 22.0	d 26.3	B 17.6	h 33.1	d 21.3
% Drinking & Driving in Past Month	d 2.6	d 5.0	d 4.3	d 3.3	d 2.6	d 3.1
Drug-Induced Deaths (Age-Adjusted Death Rate)						
% Illicit Drug Use in Past Month	B 0.6	d 4.0	B 0.0	d 5.8	B 0.6	d 5.9
% Ever Sought Help for Alcohol or Drug Problem	h 0.0	B 6.0	h 0.0	d 2.4	h 1.1	d 6.3
% Life Negatively Affected by Substance Abuse	d 29.1	d 30.4	d 31.8	d 27.1	d 32.9	d 26.7

Note: In the green section, each subarea is compared against all other areas combined. Throughout these tables, a blank or empty cell indicates that data are not available for this indicator or that sample sizes are too small to provide meaningful results.

Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
8.5	h 7.3	B 10.2	d 8.2
55.5	d 56.3	d 59.7	
21.6		d 22.2	B 25.4
3.7		d 4.1	
11.5	B 14.5	B 14.6	d 11.3
3.8		d 3.0	B 7.1
3.4		d 4.1	
29.1		d 32.2	
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Tobacco Use	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% Current Smoker	d 7.2	d 12.9	d 9.4	h 14.7	B 4.9	d 6.7
% Someone Smokes at Home	B 4.3	h 17.9	d 9.8	d 12.7	B 5.9	d 10.5
% [Nonsmokers] Someone Smokes in the Home	B 2.4	h 11.9	d 6.4	d 5.2	d 5.6	d 6.8
% [Household With Children] Someone Smokes in the Home						
% [Smokers] Received Advice to Quit Smoking						
% [Smokers] Have Quit Smoking 1+ Days in Past Year						
% Currently Use Electronic Cigarettes	d 4.5	d 6.6	d 4.1	d 3.9	d 4.6	d 3.3
% Smoke Cigars	B 0.0	h 9.1	d 5.3	d 4.1	B 1.1	d 6.4
% Use Smokeless Tobacco	B 0.0	h 4.3	B 0.5	d 2.9	d 1.1	d 1.0

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Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
11.2	B 15.1	d 14.0	d 12.0
12.3		d 10.2	
7.1		h 3.9	
14.4		d 10.2	
84.2		d 76.0	
52.2		d 43.7	h 80.0
4.8		d 3.8	
5.2		d 3.6	h 0.2
2.5	d 2.0	d 3.0	h 0.3
	B better	d similar	h worse

Each Sub-Area vs. Others Combined

Vision	Bergen	Paterson	Northwest	Passaic/ Clifton	Southwest	Wayne/ Southwest
% Blindness/Trouble Seeing	B 3.4	h 12.3	d 5.3	d 7.5	d 12.9	B 1.1
% Eye Exam in Past 2 Years	d 63.4	d 62.6	d 60.9	d 63.2	d 64.2	d 64.2

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Southern Passaic County	Southern Passaic County vs. Benchmarks		
	vs. NJ	vs. US	vs. HP2020
8.0	h 3.9	d 7.3	
63.1		d 59.3	
	B better	d similar	h worse