



Community Health Implementation Plan 2026-2028



Valley Hospital and Valley Health System

The Valley Health System comprises The Valley Hospital, Valley Home Care, and Valley Medical Group. Valley Health System serves the communities of northern New Jersey and southern New York. We’re committed to keeping communities healthy through our comprehensive inpatient and outpatient programs, highly skilled home care services, community-based medical practices and wellness programs, and collaborations with some of the world’s leading healthcare organizations.

The Valley Hospital is a fully accredited, acute-care, not-for-profit facility dedicated to serving the healthcare needs of more than 440,000 residents across 32 towns in Bergen County and nearby communities. With a commitment to high standards and patient-centered care, the hospital plays a vital role in promoting health and wellness throughout the region.

We are also dedicated to providing inclusive, respectful care for everyone in our community. Initiatives such as our Social Equality Council, our LGBTQ+-inclusive care, and our spiritual care services guide our efforts to meet patients’ diverse needs.

2025 Community Health Needs Assessment (CHNA) Background

In alignment with the Affordable Care Act (ACA), the Internal Revenue Service (IRS), and applicable federal requirements for not-for-profit hospitals, The Valley Hospital completed a comprehensive Community Health Needs Assessment (CHNA) approved and adopted by the Board of Trustees in December 2025.

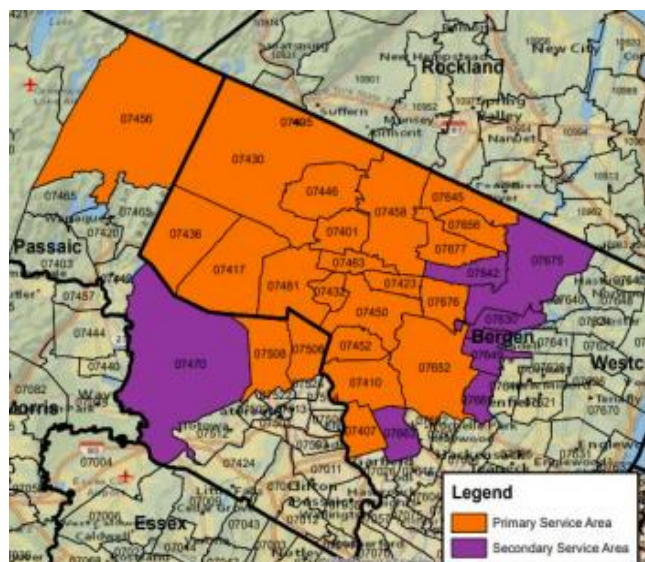
The Valley Hospital’s 2025 CHNA was conducted by Professional Research Consultants, Inc. (PRC). While a specific CHNA was created for The Valley Hospital and tailored to its service area, The Valley Hospital’s CHNA was conducted as part of the Community Health Improvement Partnership of Bergen County, a collaboration of all of the hospitals and the County Health Department serving Bergen County, New Jersey.

The assessment incorporates data from multiple sources, including primary research (through the PRC Community Health Survey and PRC Online Key Informant Survey) and qualitative research, including focus groups, key informant interviews, as well as a review of secondary data, including vital statistics and other existing health indicators. Included in the assessment of health indicators was an examination of the social drivers of health (SDoH) such as food insecurity, housing, transportation, education, and other factors. The complete 2025 CHNA report is available for download at <https://www.valleyhealth.com/services/community-health>.

The Valley Hospital Communities of Focus

The Valley Hospital is in Paramus, Bergen County, New Jersey. The priorities, goals, objectives, and strategies in the 2026-2028 CHIP report are based upon data from the 2025 CHNA. The communities of focus used in the 2025 CHNA for The Valley Hospital are reflected by the highlighted ZIP codes on this map.

Consistent with Valley Health System’s stated vision to be the health system of choice for all, Valley welcomes everyone seeking care, regardless of their ZIP code.



Determining Community Health Priorities

The data from the 2025 CHNA reaffirms that the priorities identified in the 2022 assessment - including collaboration, strengthening partnerships, and creating opportunities to leverage teamwork among healthcare agencies serving Bergen County - remain pressing needs. The actions taken in these areas over the past three years have helped improve access to care and outcomes, yet there is still more work to be done. Similarly, many of the acute physical and mental health needs during the COVID-19 pandemic have transitioned to more chronic and maintenance-oriented conditions.

On October 14, 2025, representatives from Bergen County Department of Health Services and each of Bergen County’s hospitals conducted an in-person meeting with consultants from 35th Street Consulting. The purpose of this meeting was to analyze data collected for the 2025 CHNA and to identify priority areas for collective action in the coming years.

During the meeting, 35th Street Consulting led a consensus-building process that followed the guidelines established by the ACA for non-profit hospitals. This process was also aligned with the standards set by the Public Health Accreditation Board (PHAB) for public health accreditation.

These priorities – **Healthy Minds, Healthy Bodies, Harnessing Partnership** – were presented, discussed, and confirmed with more than 125 community partners attending a community forum hosted by the Bergen County Community Health Improvement Partnership on December 2, 2025. There was overwhelming support for the strategy and the priority areas for 2026-2028.



Bergen County Community Health Improvement Partnership

The Bergen County Community Health Improvement Partnership includes representatives from the Bergen County Department of Health Services, Bergen New Bridge Medical Center, Englewood Health, Hackensack University Medical Center, Hackensack Meridian Pascack Valley Medical Center, Holy Name Medical Center, Ramapo Ridge Behavioral Health at Christian Health, and Valley Health System. Assembled in 2013, this collaboration is committed to working together to improve the health and well-being of all people living in Bergen County.

Every three years, these partners conduct a collaborative CHNA to document the health status of communities throughout Bergen County. This rigor and cooperative process produce a CHNA report that highlights health trends and disparities, serving as a valuable data resource for the entire county. The information gathered is used to evaluate our collective health improvement efforts and to develop strategies designed to enhance the well-being and quality of life for all residents of Bergen County.



2026-2028 Community Health Implementation Plan (CHIP)

The Valley Hospital 2026-2028 CHIP details the goals, objectives, and strategies that The Valley Hospital, in collaboration with community partners, will address. The intent of this CHIP is to respond to our community needs and expectations with an implementation plan that can be effectively executed, leveraging hospital and network resources, as well as community partners. The CHIP is designed to be flexible and should be updated as internal and external factors evolve. This includes new needs, resource availability, partnerships, and policy changes. An effective CHIP should leverage past successes while adapting strategies to meet new challenges.

Valley Health System acknowledges the wide range of issues that emerged from the 2025 CHNA process, and The Valley Hospital is dedicated to leading initiatives that focus on the three identified priority areas – **Healthy Minds, Healthy Bodies, and Harnessing Partnership**. Through this CHIP, The Valley Hospital will focus on health needs that are the most pressing, under-addressed, and within its ability to influence. Valley Health System is committed to working with our community partners through The Valley Hospital in addressing key contributing factors outside of the expertise and scope of the organization. Valley Health System remains open and willing to explore opportunities and partnerships to create healthier communities for everyone.

2026-2028 CHIP Planning and Stakeholder Engagement

The design and details of the 2026 CHIP reflected a collaborative process, facilitated by 35th Street Consulting. Elisabeth Lucas and Parminder Savalia from Valley Health System regularly participated in the CHIP Steering Committee, in collaboration with 35th Street Consulting, to design the goal statements, objectives, and strategies included in this CHIP.

On February 9, 2026, and March 13, 2026, members of the Steering Committee and consultants from 35th Street Consulting facilitated discussions with Valley Health System leadership to refine, align, and confirm the goals and objectives of the 2026 -2028 CHIP. The purpose of these meetings was to ensure broad engagement in the process and alignment with systemwide strategic priorities. Representatives from the following Valley Health System service lines were integral participants in the planning process.

Valley Health System Service Lines Participating in the 2026-2028 CHIP Planning Process	
Communications and Marketing	Patient and Family Experience
Community Health	Pediatrics
Endocrinology and Diabetes	Planning and Government Relations
Finance	Population Health
Geriatrics	Quality and Performance Improvement
LGBTQ+ Care	Respiratory Health, Pulmonary, and Sleep Medicine
Oncology	The Valley Heart and Vascular Institute
Pain Management	Wellness and Recovery
Palliative Care	Women's Health



2026-2028 CHIP Priority Area: Healthy Minds

Analysis of data and findings from The Valley Hospital’s 2025 CHNA identified the following key areas of need within the Healthy Minds Priority Area. These key factors are summarized on pages 12 and 13 of The Valley Hospital’s 2025 CHNA. The key factors were identified because they met one or more of the following criteria: they did not meet national benchmarks, the magnitude of people impacted is significant, and/or key informants indicated the issue as very important.

Key Factors:

- ▶ Appropriate Mental Health for All
- ▶ Stress, Worry, Fear
- ▶ Fair/Poor Mental Health
- ▶ Alcohol and Unintentional Drug-Induced Deaths
- ▶ Family Member Treated for Prescription Drug Addiction
- ▶ Caregivers and Caregiving
- ▶ Substance Use
- ▶ Diagnoses and Symptoms of Depression
- ▶ Personally Impacted by Substance Use
- ▶ Marijuana/ THC Use

Goal: Access to coordinated mental health and substance use support at the appropriate level of care is provided for all people.

Objectives

1. Increase opportunities to educate people regarding behavioral health and substance use each year
2. Expand access to an appropriate level of care for substance use and mental well-being referrals

Strategies

- Continue community-based and virtual behavioral health and substance use disorder learning opportunities
- Collaborate with community partners to expand access to information about substance use and behavioral health to a broader audience
- Continue to meet High Performer standards for external evaluation opportunities that reduce stigma and barriers to care
- Facilitate access to medical detox services for people seeking recovery care
- Leverage triage and referral resources to connect patients to the appropriate level of care for mental health and substance use disorder
- Enhance referrals to and from external partners for improved care coordination for individuals in recovery with complex health needs



2026-2028 CHIP Priority Area: Healthy Bodies

Analysis of data and findings from The Valley Hospital’s 2025 CHNA identified the following key areas of need within the Healthy Bodies Priority Area. These key factors are summarized on pages 12 and 13 of The Valley Hospital’s 2025 CHNA. The key factors were identified because they met one or more of the following criteria: they did not meet national benchmarks, the magnitude of people impacted is significant, and/or key informants indicated the issue as very important.

Key Factors:

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|-------------------------------|-------------------------|-------------------------------|
| ▶ Healthy Living for all Ages | ▶ Chronic Conditions | ▶ Healthy Weight |
| ▶ Access to Health Care | ▶ Supporting Caregivers | ▶ Reaching People Left Behind |
| ▶ Cancer | ▶ Diabetes | ▶ Disabling Conditions |
| ▶ Heart Disease | ▶ Infant Death | ▶ Unintentional Injury Death* |
| ▶ Emergency Room Use | ▶ Asthma | ▶ Tobacco Use |

Goal: All people have access to the resources needed to prevent, learn about, and treat disease to achieve their best life.

Objectives

1. Expand the reach of interventions and learning opportunities addressing wellness, chronic disease, and healthy behaviors
2. Increase engagement, monitoring, and coordination of care for people with chronic and complex conditions

Strategies

- Incorporate health literacy best practices in interventions and learning opportunities to enhance communication, promote understanding, build trust, and advance access for all
- Utilize Valley’s Community Speaker’s Bureau and health education programming to reach new audiences
- Promote the community health online library as a resource for patients, caregivers, and their families
- Participate in health fairs, community engagement opportunities, and health education
- Evaluate and review health knowledge and behavior metrics among patients with chronic and complex conditions
- Integrate technology tools to streamline connections to care
- Identify pregnancies with high risk of cardiac complications and coordinate appropriate care
- Facilitate access to social drivers of health support
- Expand access to screenings for complex conditions for individuals seeking care and establish connections as necessary
- Screen for tobacco use and provide access to Tobacco Cessation Programs
- Follow up with patients discharged from inpatient stays and refer them to support, education, and resources



2026-2028 CHIP Priority Area: Harnessing Partnership

Analysis of data and findings from The Valley Hospital’s 2025 CHNA identified the following key areas of need within the Harnessing Partnership Priority Area. These key factors are summarized on pages 12 and 13 of The Valley Hospital’s 2025 CHNA. The key factors were identified because they met one or more of the following criteria: they did not meet national benchmarks, the magnitude of people impacted is significant, and/or key informants indicated the issue as very important.

Key Factors:

- | | | |
|----------------------------------|-------------------------------|---------------------------------|
| ▶ Build Local Capacity | ▶ Collaborative Impact | ▶ Link to Existing Services |
| ▶ Creativity and Safe Spaces | ▶ Financial Strain and Access | ▶ Strengthen Partnership |
| ▶ Food Insecurity | ▶ Caregiving | ▶ Difficulty Accessing Produce* |
| ▶ Inconvenient Office Hours | ▶ Cost of Prescriptions | ▶ Appointment Availability |
| ▶ Difficulty Finding a Physician | ▶ Lack of Transportation | |

Goal: Cross-sector collaboration, advocacy, and innovation will address complex community health needs and reduce gaps in services.

Objectives

1. Support local efforts to increase access to resources and tools that support well-being
2. Strengthen collaboration among healthcare, public health, education, and social service partners

Strategies

- Sponsor initiatives that increase access to resources for healthier living
- Respond to invitations to participate in community events
- Share resources and referral opportunities
- Increase access to resources to address food insecurity through community-based partnerships
- Participate in Bergen County CHIP initiatives and coalitions
- Support policy and advocacy initiatives aligned with CHNA findings
- Embrace opportunities for collaboration with community partners



*Key Factors Valley Health System Defers to Community Leadership

Valley Health System acknowledges the wide range of issues that emerged from the 2025 CHNA process and determined it could effectively focus on the health needs that are the most pressing, under-addressed, and within its ability to influence. Valley Health System will continue to lead efforts through The Valley Hospital in support of the prioritized needs related to **Healthy Minds, Healthy Bodies, and Harnessing Partnership**. Valley Health System will defer leadership and lend support to our community partners in addressing key factors beyond our clinical expertise and organizational scope. Specific examples of these key contributing factors are marked with an *asterisk. These factors include unintentional injury death and difficulty accessing fresh produce. Valley Health System remains open and willing to explore opportunities and partnerships across our service area to address issues impacting health and well-being.

Alignment with Healthy New Jersey Statewide Priority Topics

The health needs identified in The Valley Hospital’s 2025 CHNA were confirmed by community stakeholders and refined through collaborative discussions. The table below displays the priority topics from the Healthy New Jersey 2030 Statewide Plan and demonstrates how these issues align with the priorities outlined in The Valley Hospital’s 2026-2028 Community Health Improvement Plan (CHIP).

Healthy New Jersey 2030 Priority Topics	The Valley Hospital 2026-2028 CHIP Priorities
Access to Quality Care	Healthy Minds, Healthy Bodies, Harnessing Partnership
Healthy Communities	Healthy Minds, Healthy Bodies, Harnessing Partnership
Healthy Families	Healthy Minds, Healthy Bodies, Harnessing Partnership
Healthy Living	Healthy Minds, Healthy Bodies, Harnessing Partnership

Adoption of Implementation Strategy

After reviewing the 2026-2028 CHIP for addressing the priority needs identified in the 2025 CHNA, the Valley Health System’s Board of Trustees voted to approve this CHIP on April 29, 2026.

Next Steps

Improving community health requires collaboration among community-based organizations, policymakers, funders, and many other partners. The Valley Hospital’s 2026-2028 CHIP is a dynamic document intended to guide the coordination of community resources and track progress. The Valley Hospital actively seeks opportunities for partnerships and collaboration as we strive to serve all people. For more information about The Valley Hospital’s 2026-2028 CHIP and community benefit activities, or to get involved, please visit our website at

<https://www.valleyhealth.com/services/community-health>.

Our Research Partners



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35th Street Consulting is a certified Small Business Enterprise (SBE) and Women-Owned Business Enterprise (WBE) based in New Jersey. We specialize in transforming data into actionable insights that enhance the health and well-being of individuals, communities, and institutions through practical, localized strategies. Our expertise lies in turning research findings into action through strategic planning, policy change, and collective impact initiatives.



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Professional Research Consultants (PRC) is a nationally recognized health care consulting firm with extensive experience conducting Community Health Needs Assessments in hundreds of communities across the United States since 1994.

