HNJ ADVISORY COUNCIL MEETING



November 13, 2025 1:00-2:30pm

N

Update since July meeting

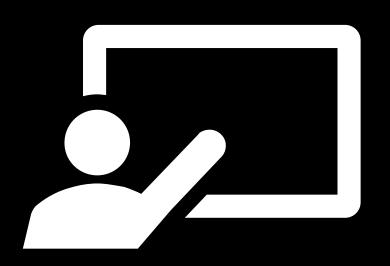
Action Team Membership

Updated Action Plans

Updated 2025 HNJ Calendar

Next Steps & Adjournment

JULY - NOVEMBER UPDATES



- 2025 SHIP Strategies and Actions
- Alignment of SHIP and CHIPS
- Action Team Recruitment & Engagement
- Healthy NJ Membership Manual

ACT TEAM REPRESENTATION GAPS

Access to Care (11)

- Focus areas:
 - Quality & Safety
 - Technology
- Southern Region

Healthy Communities (16)

- External Partners Environmental Health
- State agency representatives
 - Community Assets
- Northern, Central & Southern Regions

Healthy Living (11)

- Maternal & Infant Health
- STIs
- DOH Representatives
- Northern, Central & Southern Regions

HNJ2030 ACCESS TO QUALITY CARE



HNJ2030 OBJECTIVES

GOAL 1: A COMPREHENSIVE, QUALITY HEALTH SYSTEM THAT PEOPLE CAN ACCESS, AFFORD, AND NAVIGATE.

Obj. & Strategy #	Strategy	Data Source	Baseline 2020	2021	2022	2023	2024	Target 2030
AQC1A	Increase the percent of needs met in Primary Care Health Professional Shortage Areas (HPSAs)	Kaiser Family Foundation				69.24%		77.83%
AQC1B	Eliminate the racial/ethnic disparity in the proportion of adults with a primary care provider	<u>BRFSS</u>	8.0	0.8	0.8	0.8		1.0
AQC2A	Increase the proportion of adults aged 18-64 with health insurance	<u>BRFSS</u>	85.3%	88.5%	89.2%	87.8%		96.8%
AQC2B	Eliminate the racial/ethnic disparity in the proportion of adults unable to see a doctor due to cost.	<u>BRFSS</u>	2.5	3.0	2.9	3.5		1.0
AQC3A	Eliminate the disparity in overall Prevention Quality Indicators (PQI) rates by county	<u>HCQA</u>	5.3					1.0
AQC4A	Increase the proportion of relevant NJDOH datasets that collect at least the minimum 5 races plus Hispanic ethnicity, language spoken at home, sexual orientation, and gender identity	<u>NJDOH</u>						
AQC4B	Improve patient-provider communication to increase access to care.			RESE/	ARCH			
AQC4C	Increase the proportion of healthcare providers who received CLAS/Bias Training			RESEA	ARCH			

HNJ2030 ACCESS TO QUALITY CARE EQUITABLE ACCESS - PRIMARY CARE

Goal: A comprehensive, quality health system that people can access, afford, and navigate.

Objective: 1. Increase equitable and sustainable access

Metric

• 1A. Increase the percentage of need met in Primary Care Health Professional Shortage Areas (HPSAs)

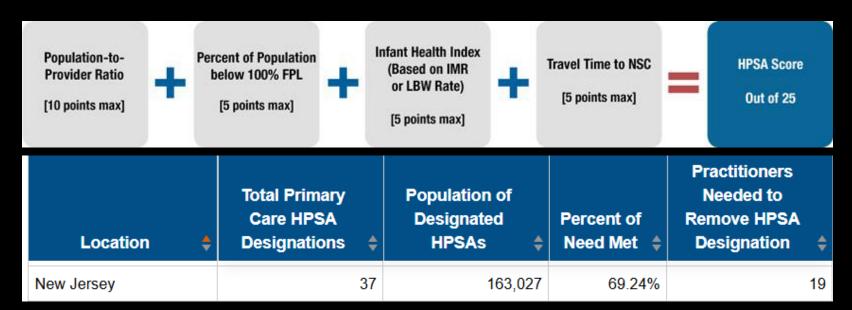
• Indicator: % Met Need

• Baseline: 69.24% (2024)

• Target: Increase to 77.83% by 6/30/2030

Data Source: KFF

Lead: NJDOH



HNJ2030 ACCESS TO QUALITY CARE EQUITABLE ACCESS - PRIMARY CARE

Goal: A comprehensive, quality health system that people can access, afford, and navigate.

Objective: 1. Increase equitable and sustainable access

Metric

1B. Eliminate racial/ethnic disparities in the proportion of adults with a dedicated Primary Care provider

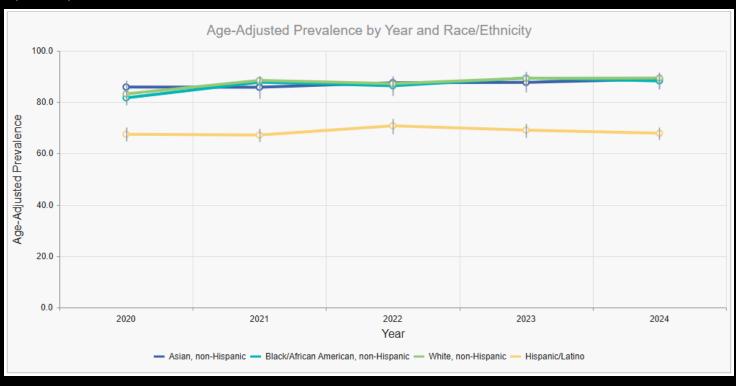
• Indicator: ratio of % of adults with a dedicated Primary Care provider

• Baseline: 0.8 Hispanic: White ratio (2020)

• Target: 1.0 by 6/30/2030

Data Source: BRFSS

Lead: NJDOH



HNJ2030 ACCESS TO QUALITY CARE EQUITABLE ACCESS - COST OF CARE

Goal: A comprehensive, quality health system that people can access, afford, and navigate.

Objective: 2. Eliminate cost-associated barriers to care

Metric

• 2A. Increase the proportion of adults aged 18-64 that have health insurance

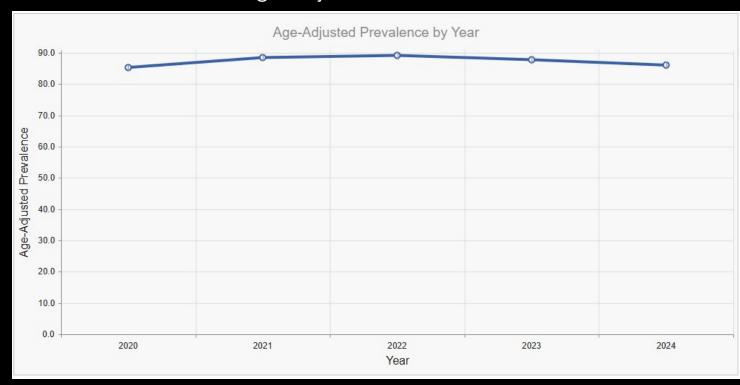
• Indicator: % of adults aged 18-65 who are insured, age adjusted

• Baseline: 85.3% (2020)

• Target: 96.8% by 6/30/2030

Data Source: BRFSS

· Lead: NJHA



HNJ2030 ACCESS TO QUALITY CARE EQUITABLE ACCESS - COST OF CARE

Goal: A comprehensive, quality health system that people can access, afford, and navigate.

Objective: 2. Eliminate cost-associated barriers to care

Metric

2B Eliminate racial/ethnic disparity in the proportion of adults unable to get needed care due to cost

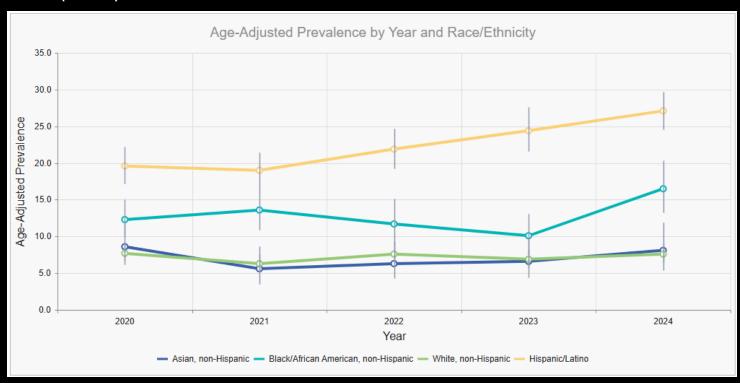
• Indicator: ratio of % unable to get needed care due to cost

• Baseline: 2.5 Hispanic: White ratio (2020)

• Target: 1.0 by 6/30/2030

Data Source: BRFSS

Lead: NJHA



HNJ2030 ACCESS TO QUALITY CARE QUALITY & SAFETY

Goal: A comprehensive, quality health system that people can access, afford, and navigate.

Objective: 3. Improve quality and safety in healthcare facilities.

- 3A. Eliminate disparities in Overall PQI rates by county
 - Indicator: ratio of PQI.90 rate per 100,000 adults
 - Baseline: 5.3 Cumberland: Somerset ratio (2020)
 - Target: 1.0 by 6/30/2030
 - Data Source: Patient Safety Program
 - Lead: NJHA
 - Prevention Quality Indicators (PQIs)
 - potentially avoidable hospital admissions (diabetes, hypertension)
 - Inpatient Quality Indicators (IQIs)
 - inpatient mortality (stroke, heart failure)
 - Patient Safety Indicators (PSIs)
 - complications/adverse events in hospital

Table 13. Comparing New Jersey's Statewide PQI Rates with National Rates (per 100,000 population)

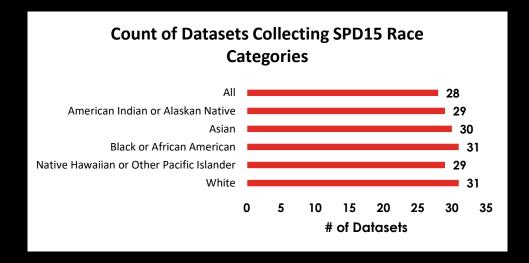
	National	New J	lersey
Preventiona Quality Indicators (PQIs)	2018	2018	2020
Diabetes with Short Term Complications (PQI.01)	82.2	78.4	66.5
Diabetes with Long Term Complication (PQI.03)	108.9	138.4	105.5
COPD or Asthma in Older Adults (PQI.05)	381.1	486.2	218.7
Hypertension (PQI.07)	60.8	72.9	51.1
Heart Failure (PQI.08)	429.6	463.7	339.7
Community-Acquired Pneumonia (PQI.11)	183.6	182.8	112.1
Urinary Tract Infection (PQI.12)	134.8	162.3	106.7
Uncontrolled Diabetes (PQI.14)	42.1	55.7	38.6
Asthma in Younger Adults (PQI.15)	29.2	49.0	27.0
Lower Extremity Amputation (PQI.16)	32.3	34.0	28.8
Overall PQIs - Composite (PQI.90)	1,301.4	1,444.5	960.5

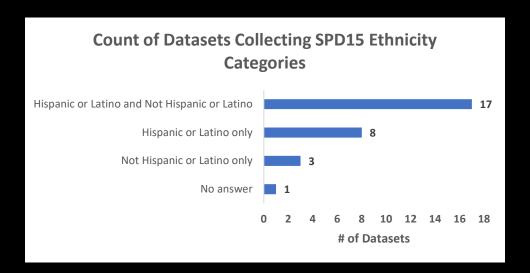
HNJ2030 ACCESS TO QUALITY CARE DATA & TECHNOLOGY

Goal: A comprehensive, quality health system that people can access, afford, and navigate.

Objective: Collect and analyze outcome data across key demographics that will address health disparities.

- 4A. Increase the proportion of relevant NJDOH datasets that collect at least the minimum 5 races plus
- Hispanic ethnicity, language spoken at home, and sexual orientation, gender identify (SOGI).
 - Indicator: % of NJDOH datasets that collect at least the minimum 5 races plus Hispanic ethnicity, language spoken at home, and SOGI.
 - Baseline: XX (2024). Target: Increase to 100% by 6/30/2030
 - Data Source: NJDOH
 - Lead: NJDOH





HNJ2030 ACCESS TO QUALITY CARE SYSTEM & PROVIDER LEVEL BARRIERS

Goal: A comprehensive, quality health system that people can access, afford, and navigate.

Objective: Increase the use of data and technology to increase access to care.

- 4B. Improve Patient-Provider Communication (% of adults who report)
 - Indicator: % of adults who report poor provider communication
 - Baseline: XX (year)
 - Target: Increase to XX by 6/30/2030
 - Data Source: Data not available
 - Lead: ???



HNJ2030 ACCESS TO QUALITY CARE SYSTEM & PROVIDER LEVEL BARRIERS

Goal: A comprehensive, quality health system that people can access, afford, and navigate.

Objective: Increase the use of data and technology to increase access to care.

- ullet 4C. Increase % of healthcare providers who received CLAS / Implicit Bias Training
 - Indicator: % of healthcare providers who receive CLAS / Implicit Bias Training
 - Baseline: XX (year)
 - Target: Increase to XX by 6/30/2030
 - Data Source: Data not available
 - Lead: NJDOH



HNJ2030 HEALTHY COMMUNITIES



HNJ2030 OBJECTIVES GOAL 2: HEALTHY COMMUNITY CONDITIONS

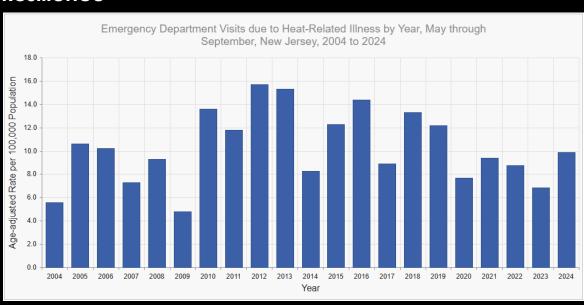
Obj. & Strategy	Strategy Description	Data Source	Baseline 2020	2021	2022	2023	2024	Target 2030
HC1A	Reduce the emergency department visit rate due to heat-related illness	<u>NJDDCS</u>	7.7	9.4	8.8	6.9		5.0
HC1B	Reduce the incidence of Lyme disease	<u>CDRSS</u>	27.7	38.0	63.4	77.0		30.0
HC2A	Increase seatbelt usage among persons aged 18-24 years	<u>BRFSS</u>	82.8%			82.3%		91.7%
HC2B	Eliminate the racial/ethnic disparity in homicide rates	Death certificate database	20.7	17.8	13.9	11.7		1.00
HC2C	Eliminate adverse childhood experiences (ACEs)	America's Health Rankings	8.9%	10.2%	10.9%	10.9%	9.6%	0%
НСЗА	Eliminate the racial/ethnic disparity in the food insecurity rate	Map the Meal Gap	5.67	4.00	3.50	3.43		1.00
НС3В	Reduce the proportion of children ages 6-17 years with obesity	<u>Child</u> <u>Health Data</u>				21.4%		8.4%
нсзс	Reduce the proportion of adults who are obese	<u>BRFSS</u>	28.0%	28.6%	29.1%	28.9%		23.2%
HC3D	Reduce the proportion of adolescents who were not physically active for at least 60 minutes on at least 1 day in the 7 days before the survey.	YRBS		14.1%		12.9%		11.6%
НС3Е	Reduce the proportion of adults who engage in no leisure time physical activity	<u>BRFSS</u>	20.4%	23.5%	22.9%	23.5%		15.6%

HNJ2030 HEALTHY COMMUNITIES ENVIRONMENTAL HEALTH

Goal: Healthy community conditions.

Objective: 1. Reduce exposure to environmental contaminants/hazards

- 1A. Reduce ED visits in May-Sept due to heat-related illness.
 - Indicator: ED visit rate per 100,000 population due to heat-related illness in May-Sept
 - Baseline: 7.7 (2020)
 - Target: Decrease to 5.0 by 6/30/2030
 - Data Source: NJ Hospital Discharge Data Collection System (NJDDCS)
 - Lead: NJ Interagency Council on Climate Resilience

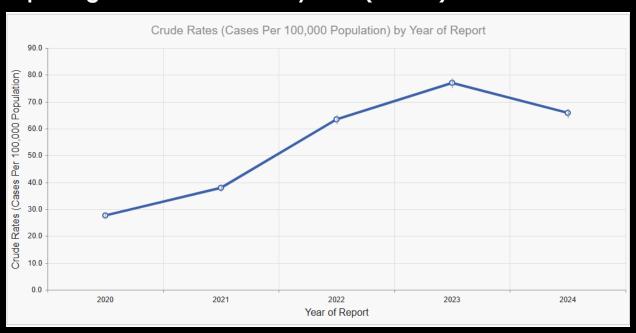


HNJ2030 HEALTHY COMMUNITIES ENVIRONMENTAL HEALTH

Goal: Healthy community conditions.

Objective: 1. Reduce exposure to environmental contaminants/hazards

- 1B. Reduce Lyme disease incidence.
 - Indicator: Incidence of Lyme disease per 100,000 population.
 - Baseline: 27.7 (2020)
 - Target: Decrease to 30.0 by 6/30/2030
 - Data Source: Communicable Disease Reporting and Surveillance System (CRDSS)
 - Lead: Local Health Departments



HNJ2030 HEALTHY COMMUNITIES INJURY & VIOLENCE

Goal: Healthy community conditions.

Objective: 2. Reduce fatality, serious injury, and exposure to violence and traumatic experiences.

Metric

• 2A. Increase seatbelt use among persons aged 18-24.

• Indicator: % of persons aged 18-24 who use seatbelts

• Baseline: 82.8% (2020)

• Target: Increase to 91.7% by 6/30/2030

Data Source: BRFSS

Lead: NJDOH

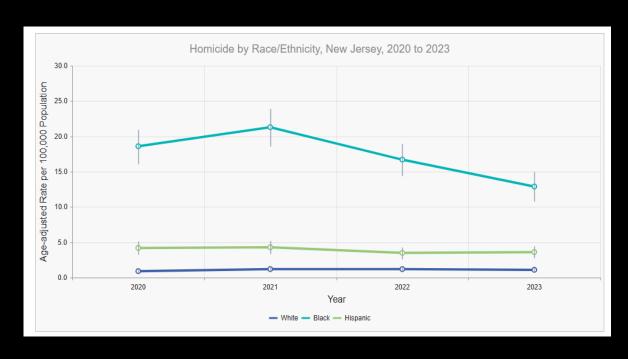


HNJ2030 HEALTHY COMMUNITIES INJURY & VIOLENCE

Goal: Healthy community conditions.

Objective: 2. Reduce fatality, serious injury, and exposure to violence and traumatic experiences.

- 2B. Eliminate the racial/ethnic disparity in homicide rates.
 - Indicator: ratio of age-adjusted homicide rate per 100,000 population
 - Baseline: 20.7 Black:White ratio (2020)
 - Target: Decrease to 1.0 by 6/30/2030
 - Data Source: NJVDRS
 - Lead: NJ Office of the Attorney General



HNJ2030 **HEALTHY COMMUNITIES INJURY & VIOLENCE**

Goal: Healthy community conditions.

Objective: 2. Reduce fatality, serious injury, and exposure to violence and traumatic experiences.

- 2C. Eliminate racial /ethnic disparity in Adverse Childhood Experiences.
 - Indicator: ratio of % of children aged 0-17 who have ever experienced 2 or more ACEs.
 - Baseline: 1.2 (2022)
 - Target: Decrease to 1.0 by 6/30/2030
 - Data Source: National Survey of Children's Health
 - Lead: NJ DCF, NJ Resiliency Coalition

ION (2 NEGLECT		3 ABUSE	
27%	Emotional	15%	Emotional	11%
23%	Physical	10%	Physical	28%
17%			Sexual	21%
13%				
6%				
	23% 17% 13%	23% Physical 17% 13%	23% Physical 10% 17% 13%	23% Physical 10% Physical 17% Sexual 13%

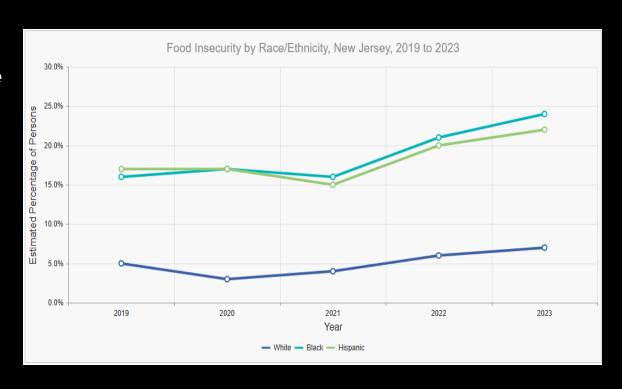
Rank	Value
1	9.6%
2	10.7%
3	11.1%
4	11.2%
5	11.6%
Rank	Value
44	20.0%
45	20.7%
46	21.1%
46 48	21.1% 21.3%
	1 2 3 4 5 Rank

HNJ2030 HEALTHY COMMUNITIES COMMUNITY ASSETS

Goal: Healthy community conditions.

Objective: 3. Increase community assets to support healthy living (i.e., nutritious food, and opportunities to engage in active living)

- 3A. Eliminate the racial/ethnic disparity in food insecurity rate.
 - Indicator: % of individuals reporting food insecurity.
 - Baseline: 5.67 (2020)
 - Target: 1.0 by 6/30/2030
 - Data Source: Map the Meal Gap
 - Lead: NJ Office of the Food Security Advocate

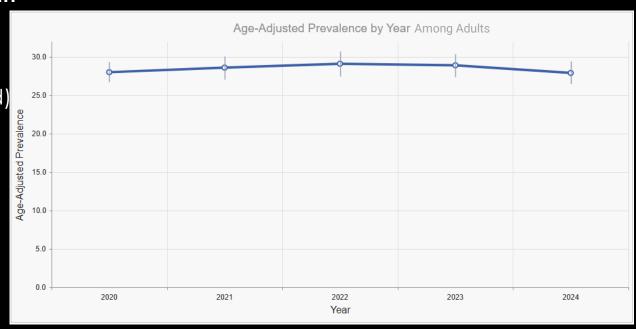


HNJ2030 HEALTHY COMMUNITIES COMMUNITY ASSETS

Goal: Healthy community conditions.

Objective: 3. Increase community assets to support healthy living (i.e. nutritious food, and opportunities to engage in active living)

- 3B. Reduce the proportion of children aged 6-17 with obesity.
 - Indicator: % of children aged 6-17 with obesity
 - Baseline: 21.4% (2023)
 - Target: Decrease to 8.4% by 6/30/2030
 - Data Source: National Survey of Children's Health
 - Lead: NJDOH
- 3C. Reduce the proportion of adults with obesity
 - Indicator: % of adults with obesity (age-adjusted)
 - Baseline: 28.0% (2020)
 - Target: 23.2% by 6/30/2030
 - Data Source: BRFSS
 - Lead: NJDOH



HNJ2030 HEALTHY COMMUNITIES COMMUNITY ASSETS

Goal: Healthy community conditions.

Objective: 4. Increase community assets to support healthy living (i.e. nutritious food, and opportunities to engage in active living)

- 3D. Reduce the proportion of adolescents who were not physical active at least 60 minutes on at least 1 day in the 7 days before the survey.
 - Indicator: % of high school students who were not physically active for at least 60 minutes on at least 1 day in the 7 days before the survey.
 - Baseline: 14.1% (2021)
 - Target: Decrease to 11.6% by 6/30/2030
 - Data Source: YRBS
 - Lead: NJDOH
- 3E. Reduce the proportion of adults who engage in no leisure time physical activity.
 - Indicator: % of adults who engage in no leisure time physically activity
 - Baseline: 20.4% (2020)
 - Target: Decrease to 15.6% by 6/30/2030
 - Data Source: BRFSS
 - Lead: NJDOH

HNJ2030 HEALTHY LIVING



HNJ2030 OBJECTIVES

GOAL 3: HEALTHY LIVING AND WELL-BEING THROUGHOUT THE LIFESPAN.

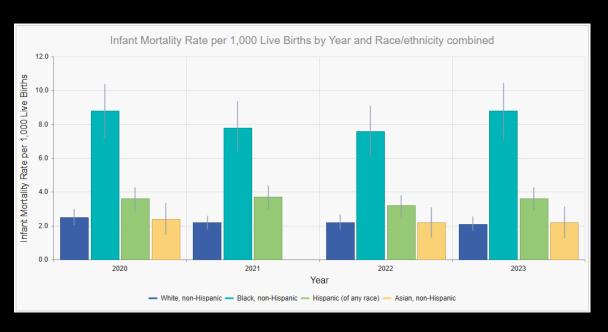
Obj. & Strategy #	Strategy	Data Source (Steward)	Baseline 2020	2021	2022	2023	2024	Target 2030
HL1A	Eliminate the racial/ethnic disparity in the infant mortality rate	Infant death-birth match database	3.64	3.55	3.5			1.00
IILID	Eliminate the racial/ethnic disparity in pregnancy-related mortality rate	Maternal Mortality Review	6.6 (2016-2018)					1.00
	Increase the proportion of infants who are breastfed through age 12 months	National Immunization Survey	38.7%	40.1%	48.0%			56.8%
11227	Eliminate the racial/ethnic disparity in the percentage of children who receive all recommended doses of the Combined 7 Series by age 24 months.	Child Vax View	1.6 (2016-2019)					1.00
1122	Increase the proportion of children (under 18) who had a visit with a doctor, nurse, or other health care professional to receive a preventive check-up in the last 12 months	childhealthdata.org		80.2%	81.2%	80.0%		89.3%
11120	Increase the proportion of adults who visited a doctor for a routine checkup in the past year	<u>BRFSS</u>	75.6%	74.8%	76.8%	77.0%		82.7%
	Reduce the STI rate (chlamydia, gonorrhea, primary syphilis, secondary syphilis, and early latent syphilis)	<u>CDRSS</u>	462.8	494.8	484.1	512.5	491.2	347.1
HL3B	Reduce the congenital syphilis incidence rate	<u>CDRSS</u>	25.7	51.3	49.6	44.5	50.3	19.2
1167/	Eliminate the disparity by county in unintentional drug overdose deaths	<u>SUDORS</u>	3.8	4.0	4.8	5.8		1.00
IILTU	Reduce the proportion of high school students who currently use tobacco products	<u>YTS</u>			11.0%			
11570	Reduce the proportion of adults who are current cigarette smokers.	<u>BRFSS</u>	11.3%	11.1%	10.9%	9.6%		5.0%
11670	Increase the percent of need met in Mental Health Care Health Professional Shortage Areas (HPSAs)	<u>KFF</u>					52.8%	58.1%

HNJ2030 HEALTHY LIVING MATERNAL, INFANT & FAMILY HEALTH

Goal: Healthy living and well-being throughout the lifespan.

Objective: 1. Reduce infant and maternal mortality rates and eliminate disparities in birth-related outcomes.

- 1A. Eliminate racial/ethnic disparity in the infant mortality rate
 - Indicator: ratio of infant deaths per 1,000 live births
 - Baseline: 3.64 Black:White ratio (2020)
 - Target: 1.0 by 6/30/2030
 - Data Source: Infant death-birth match database
 - Lead: NJDOH

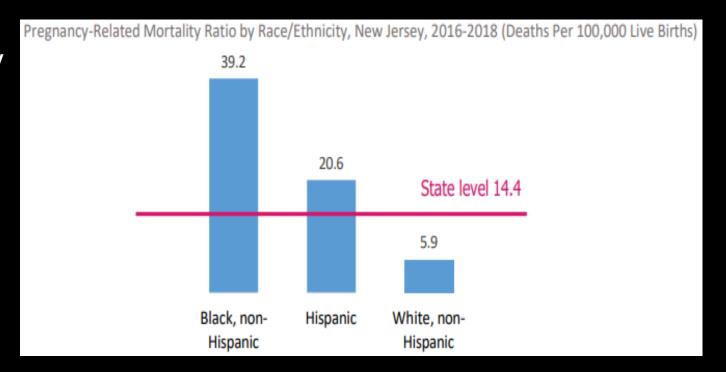


HNJ2030 HEALTHY LIVING MATERNAL, INFANT & FAMILY HEALTH

Goal: Healthy living and well-being throughout the lifespan.

Objective: 1. Reduce infant and maternal mortality rates and eliminate disparities in birth-related outcomes.

- 1B. Eliminate racial/ethnic disparity in the pregnancy related mortality rate
 - Indicator: ratio pregnancy related mortality rate per 100,000 live births; Black:White
 - Baseline: 6.6 (2016-2018)
 - Target: 1.0 by 6/30/2030
 - Data Source: Maternal Mortality Review
 - Lead: NJDOH



HNJ2030 HEALTHY LIVING MATERNAL, INFANT & FAMILY HEALTH

Goal: Healthy living and well-being throughout the lifespan.

Objective: 1. Reduce infant and maternal mortality rates and eliminate disparities in birth-related outcomes.

Metric

• 1C. Increase the proportion of infants who are breastfed at 12 months

• Indicator: % of infants breastfed at 12 months

• Baseline: (33.8%; 2019) Target: Increase to 56.8 by 6/30/2030

Data Source: National Immunization Survey

Lead: CJFHC

	Initiation of breastfeeding	Exclusive at 3 months	Any at 6 months	Any at 12 months
CDC NJ, Births 2019 ¹	82.5%	41.2%	55.4%	33.8%
CDC NJ, Births 2022 ¹	88.5%	47.1%	68.3%	48.0%

Increase the proportion of infants who are exclusively breastfed through age 6 months

• Baseline: (25.1%; 2020)

• Target: Increase to 36.7 by 6/30/2030

Data Source: National Immunization Survey

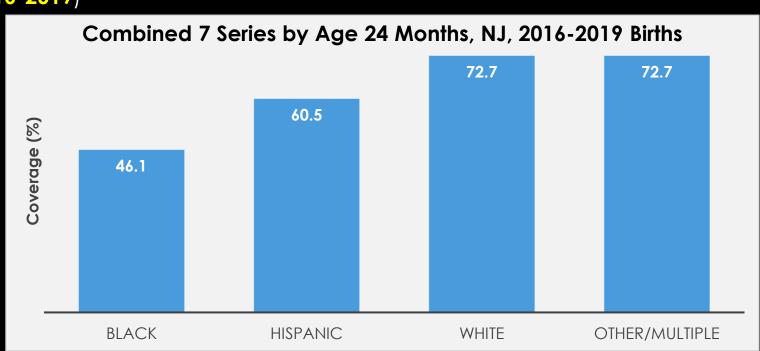
Lead: CJFHC

HNJ2030 HEALTHY LIVING CLINICAL PREVENTIVE SERVICES

Goal: Healthy living and well-being throughout the lifespan.

Objective: 2. Increase preventive care and reduce disparities among children, adolescents, and adults.

- 2A. Eliminate the racial/ethnic disparity in the proportion of children who receive the Combined 7 Series by
- age 24 months
 - Indicator: ratio of % of children who receive the Combined 7 Series by age 24 months
 - **Baseline:** 1.6 White:Black ratio(2016-2019)
 - Target: 1.0 by 6/30/2030
 - Data Source: Child Vax View
 - Lead: NJDOH VPDP



HNJ2030 HEALTHY LIVING CLINICAL PREVENTIVE SERVICES

Goal: Healthy living and well-being throughout the lifespan.

Objective: 2. Increase preventive care and reduce disparities among children, adolescents, and adults.

- 2B. Increase the proportion of children who had one or more preventive care visits during the past 12 months
 - Indicator: % of children who had one or more preventive care visits during the past 12 months
 - Baseline: 78.1% (2020)
 - Target: Increase to 89.3 by 6/30/2030
 - Data Source: National Survey of Children's Health
 - Lead: NJDOH
- 2C. Increase the proportion of adults who visited a doctor for a routine checkup in the past year.
 - Indicator: % of adults who visited a doctor for a routine checkup in the past year, age adjusted.
 - Baseline: 75.6% (2020)
 - Target: Increase to 82.7 by 6/30/2030
 - Data Source: BRFSS
 - Lead: NJDOH

HNJ2030 HEALTHY LIVING SEXUALLY TRANSMITTED INFECTIONS

Goal: Healthy living and well-being throughout the lifespan.

Objective: 3. Reduce the rate of Sexually Transmitted Infections (STIs) and their complications

Metrics

• 3A. Reduce the STI incidence rate (chlamydia, gonorrhea, and primary, secondary, and early latent syphilis)

• by 25%

• Indicator: STI rate per 100,000 population

• Baseline: 462.8 (2020)

• Target: Decrease to 347.1 by 6/30/2030

• 3B. Reduce the congenital syphilis incidence rate by 25%

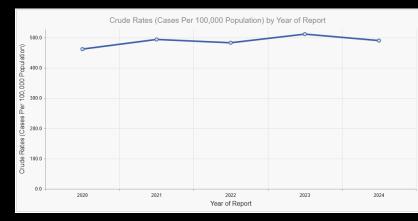
• Indicator: rate per 100,000 live births

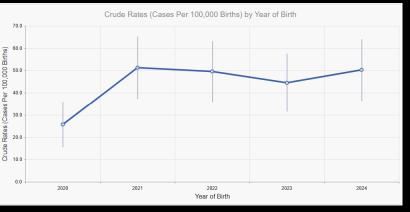
• Baseline: 25.7 (2020)

Target: Decrease to 19.2 by 6/30/2030

• Data Source: CDRSS

Lead: NJDOH - STIs





HNJ2030 HEALTHY LIVING BEHAVIORAL HEALTH

Goal: Healthy living and well-being throughout the lifespan.

Objective: 4. Improve mental health, and reduce alcohol, nicotine, and substance use.

Metric

• 4A. Eliminate the disparity by county in unintentional drug overdose death rate

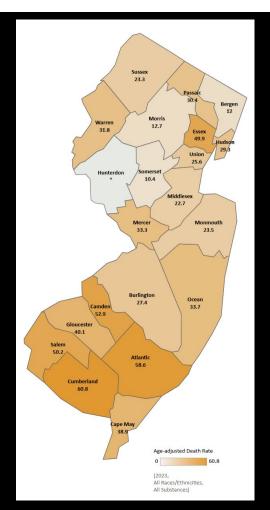
• Indicator: ratio of unintentional overdose death rate per 100,000 population

• Baseline: 3.8 (2020)

• Target: 1.0 by 6/30/2030

• Data Source: SUDORS

Lead: NJDHS & NJDOH



HNJ2030 HEALTHY LIVING BEHAVIORAL HEALTH

Goal: Healthy living and well-being throughout the lifespan.

Objective: 4. Improve mental health, and reduce alcohol, nicotine, and substance use.

Metrics

• 4B. Reduce the proportion of high school students who currently use tobacco and nicotine products

• Indicator: % of high school students who currently use tobacco / nicotine products

• Baseline: 11.0% (2022)

Target: Decrease to TBD by 6/30/2030

• Data Source: Youth Tobacco Survey

Lead: NJDOH

• 4C. Reduce the proportion of adults who are current cigarette smokers/currently use tobacco/nicotine products

• Indicator: % of adults who are current cigarette smokers.

• Baseline: 11.3% (2020)

• Target: Decrease to 5.0 by 6/30/2030

Data Source: BRFSS

Lead: NJDOH

HNJ2030 HEALTHY LIVING BEHAVIORAL HEALTH

Goal: Healthy living and well-being throughout the lifespan.

Objective: 4. Improve mental health, and reduce alcohol, nicotine, and substance use.

Metric

4D. Increase the % of need met in Mental Health - Health Professional Shortage Areas

• Indicator: % Met Need

• Baseline: 52.8% (2023)

• Target: Increase to 58.1% by 6/30/2030

Data Source: KFF

Lead: NJDOH

Location 💠	Total Mental Health Care HPSA Designations 💠	Population of Designated HPSAs \$	Percent of Need Met 💠	Practitioners Needed to Remove HPSA Designation	45
New Jersey	39	404,126	52.8%	28	3



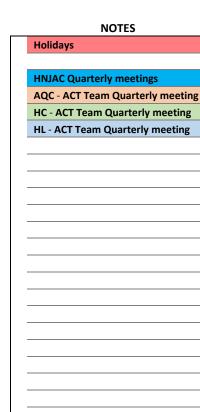
CALENDAR OF HEALTHY NJ MEETINGS

2026 Calendar

JANUARY									
Su	Мо	Tu	We	Th	Fr	Sa			
				1	2	3			
4	5	6	7	8	9	10			
11	12	13	14	15	16	17			
18	19	20	21	22	23	24			
25	26	27	28	29	30	31			

	FEBRUARY								
Su	Мо	Tu	We	Th	Fr	Sa			
1	2	3	4	5	6	7			
8	9	10	11	12	13	14			
15	16	17	18	19	20	21			
22	23	24	25	26	27	28			

MARCH							
Su	Мо	Tu	We	Th	Fr	Sa	
1	2	3	4	5	6	7	
8	9	10	11	12	13	14	
15	16	17	18	19	20	21	
22	23	24	25	26	27	28	
29	30	31					



APRIL								
Su	Мо	Tu	We	Th	Fr	Sa		
			1	2	3	4		
5	6	7	8	9	10	11		
12	13	14	15	16	17	18		
19	20	21	22	23	24	25		
26	27	28	29	30				

JULY

Su Mo Tu We

MAY								
Su	Мо	Tu	We	Th	Fr	Sa		
					1	2		
3	4	5	6	7	8	9		
10	11	12	13	14	15	16		
17	18	19	20	21	22	23		
24	25	26	27	28	29	30		
31								

AUGUST									
Su	Мо	Tu	We	Th	Fr	Sa			
						1			
2	3	4	5	6	7	8			
9	10	11	12	13	14	15			
16	17	18	19	20	21	22			
23	24	25	26	27	28	29			
30	31								

	SEPTEMBER						
Su	Мо	Tu	We	Th	Fr	Sa	
		1	2	3	4	5	
6	7	8	9	10	11	12	
13	14	15	16	17	18	19	
20	21	22	23	24	25	26	
27	28	29	30				

29

25 26 27

OCTOBER									
Su	Мо	Fr	Sa						
				1	2	3			
4	5	6	7	8	9	10			
11	12	13	14	15	16	17			
18	19	20	21	22	23	24			
25	26	27	28	29	30	31			

NOVEMBER								
Su	Мо	Tu	We	Th	Fr	Sa		
1	2	3	4	5	6	7		
8	9	10	11	12	13	14		
15	16	17	18	19	20	21		
22	23	24	25	26	27	28		
29	30							

DECEMBER							
Su	Мо	Tu	We	Th	Fr	Sa	
		1	2	3	4	5	
6	7	8	9	10	11	12	
13	14	15	16	17	18	19	
20	21	22	23	24	25	26	
27	28	29	30	31			



Review action plans and identify existing **resources** for each action

NEXT STEPS



Sign & Submit HNJ Membership Manual by **November 21, 2025**



Action Team member recommendations by **November 21, 2025**

Thank You!