

CHARLES RIVER PUBLIC HEALTH DISTRICT

DRAFT Priorities, Goals, and Objectives

Draft Priorities and Goals Table

Below is a table showing the alignment of the draft Strategic Priorities to Five-Year Goals, Objectives, and FY26 Activities. *Please note that the following is dependent on upcoming budgets and staffing allocations and subject to change.*

Strategic Priorities	Five-Year Goals	Objectives	FY26 Activities	Timeline	Owner	Performance Metrics
Departmental Capacity	Develop sustainable methods for future record-keeping that allow for expanded data collection opportunities	Continuously assess the capacity of Public Health Nursing	Establish annual check-ins to assess strengths, gaps, and opportunities for PHN capacity and services	Y1-Y5 (Continuous)	SSA Coordinator, Regional PHN, Municipality PHN	Scheduled annual check-in Agendas, meeting minutes, and slides from check-ins
			Utilize UMass Public Health Nurse Consultants to work toward standardization	Y1	SSA Coordinator, Regional PHN, Municipality PHN	Scheduled check-ins with UMass PHN Agendas, meeting minutes, and slides from check-ins
			Develop metrics for tracking PHN work and impact	Y1	SSA Coordinator, Regional PHN, Municipality PHN	List of performance metrics

		Explore Metrik ahead of state rollout	Read materials, FAQs, etc., as they come out	Y1	SSA Coordinator (Contributions from Needham Epidemiologist for subject matter expertise)	Collection of materials collected via email, conferences, meetings, etc
			Attend state and local vendor sessions to learn more about the software	Y1	SSA Coordinator (Contributions from Needham Epidemiologist for subject matter expertise)	Attendance Meeting minutes
			Conduct a Cost Benefit Analysis on Metrik	Y1/Y2	SSA Coordinator (Will be included in an SOW for CHA/CHIP)	Completed Cost Benefit Analysis
		Implement electronic record-keeping (Metrik and others, if needed)	Secure grants and revenue to supplement existing budget	Y3/Y4	SSA Coordinator, Administrative Specialist (Contributions from Regional Inspectors and Assistant Manager)	Completed grant applications Secured grant dollars

			Identify any gaps left to fill once Metrik is adopted, and ensure interoperability of any additional record-keeping software	Y4	SSA Coordinator, Administrative Specialist (Contributions from Regional Inspectors and Assistant Manager)	List of software that is interoperable with Metrik List of software needs after Metrik has been adopted
			Build a more demographically diverse and robust set of data, with a focus on building out the “missing middle”	Y1	SSA Coordinator	Analyzed dataset from existing sources
			Identify grants and revenue to support this objective	Y1	SSA Coordinator, Administrative Specialist, Advisory Board	List of grants to apply to
			Apply for and secure grants and revenue to support this objective	Y2	SSA Coordinator, Administrative Specialist	Completed applications Secured grant dollars
			Identify opportunities to add to existing data collection tools	Y1	SSA Coordinator, Administrative Specialist	Completed gap analysis
			Identify new opportunities for data collection	Y2	Regional Staff	Completed gap analysis

						List of new data collection opportunities
	Build strong cross-municipality partnerships throughout the SSA	Implement a buddy system for onboarding new staff	Identify strategies for onboarding new staff into the SSA	Y1	SSA Coordinator, Health Directors, Advisory Board	List of onboarding activities
	Develop and implement communication processes with the community	Expand public outreach to raise awareness of Health Department programming and services	Establish a regular reporting cadence with each municipality's Board of Selectmen, Town Administrator, State representatives and other relevant community groups	Y1	Advisory Board	Reporting calendar
			Review and update the CRPHD web presence	Y1	SSA Coordinator, Administrative Assistant, Regional Inspector	Completed review of website Website updates implemented
			Identify opportunities to develop or expand social media	Y1	SSA Coordinator, Administrative Assistant,	List of new ideas and targets for social media communications

			communication s		Regional Inspector	
			Develop individual municipality and SSA-level newsletters, using FPHS review data to guide topics	Y2	SSA Coordinator	Completed newsletters Distributions lists
Environment al Health	Set up cross-municipality training and knowledge-sharing systems to address gaps identified in the CART and self-assessment	Develop a system for synthesizing group strengths and areas for improvement (SWOT, self-assessment, CART, etc.)	Gather individual municipality assessments and data sources	Y1-Y5 (continuous)	SSA Coordinator	Collection of data and assessments
		Develop a system for information sharing	Develop a shared folder of vetted resources, research, and data	Y1-Y5 (continuous)	SSA Coordinator	Shared folder
	Develop and implement standardized procedures for hoarding	Conduct training on how to handle hoarding cases	Identify other municipalities, groups, and community organizations doing this work that we can learn from and participate in trainings together	Y1	SSA Coordinator	List of municipalities

			Look into the online trainings many municipalities have completed, and get a quote for CRPHD	Y1	SSA Coordinator	Quote for hoarding online training
			Organize and host training	Y2	SSA Coordinator	Scheduled training
		Develop SOPs for hoarding cases	Work in collaboration with other departments and agencies to ensure a holistic response	Y2/Y3	Assistant Manager (Contributions from Health Department Staff, Regional Inspector, and Advisory Board)	Completed SOP
	Increase capacity in Title 5/onsite waste water inspection services	Identify current capacity of Title 5/onsite wastewater staff	Explore possibility of cross-authorizing regional inspectors	Y2	SSA Coordinator, Assistant Manager	Summary of capacity of staff
		Organize cross-municipality training with the training hub		Y2	Assistant Manager	Scheduled training Completed SOP
		Update SOPs				
		Develop SOPs	Task the Environmental Health Working Group with identifying and	Y1	Assistant Manager	Completed SOPs

			clearly outlining what Health Department roles and obligations are			
Tobacco Use Prevention		Draft and propose policies to local leadership	Conduct group learning sessions to leverage existing work done in this space	Y1	Advisory Board, Health Directors, SSA Coordinator	Scheduled sessions Draft policies
		Provide subject matter expertise to partners, community-based organizations, and the community at large as they advocate for nicotine-free generation policies.	Schedule community meetings, town halls, and feedback sessions	Y2	Advisory Board, Health Directors, SSA Coordinator	Scheduled sessions Draft policies
			Schedule cross-municipality sessions to share successes and challenges, and address questions/comments/concerns, and work through a plan for municipalities to enforce any new policies.	Y2	Advisory Board, Health Directors, SSA Coordinator	Scheduled sessions Draft policies
	Develop and implement standardized procedures for vendor compliance	Identify current staff and financial capacity for vendor	Develop a list of compliance checks that are happening and their funding source	Y1	Advisory Board, Health Directors, SSA Coordinator	List of compliance checks that are happening and their funding sources

	checks throughout the CRPHD	compliance checks				
		Obtain funding for district wide compliance checks	Identify grants and revenue to support this objective	Y2	Advisory Board, Health Directors, SSA Coordinator	List of grants to apply to List of other revenue options
			Apply for and secure grants and revenue to support this objective	Y2-Y3	Advisory Board, Health Directors, SSA Coordinator	Completed applications Secured grant dollars
		Establish a district wide protocol for nicotine vendor compliance checks	Explore possibility of cross-authorizing regional inspectors	Y4	Advisory Board, Health Directors, SSA Coordinator	Completed protocol Scheduled trainings