

Charles River Public Health District

Strategic Planning Session 2

February 27, 2025



Agenda

- Roll call & Call to Order
- Today's Objectives
- Norms & Expected Behaviors

Reminders

- Review Mission, Vision, and Guiding Principles Feedback
- Discuss Crosswalk
- Conduct SWOT Analysis
- Meeting Close and Next Steps



Today's Objectives

Objective 1:

Finalize Mission,
Vision, and Values

Objective 2:

Discuss and review
crosswalk

Objective 3:

Conduct SWOT
analysis

Objective 4:

Reflect on the
meeting style and
discuss next steps



ENCOURAGED BEHAVIORS



- **Share airtime:** Everyone participates; no one person dominates.
- **Assume that together we know more:** Work to understand – and value – the assumptions, opinions, and ideas of others.
- **Reject the culture of blame:** Be tough on ideas, gentle on people.
- **Explore unconventional approaches:** New conditions demand new solutions.
- **Come prepared:** Do your pre-reading. Set aside time to really think before and after planning sessions.
- **Disagree and commit:** A lot of ideas will get surfaced during this process. Many will be good; not all can be executed. Challenge decisions if you disagree, but once a decision is made, fully commit to it.

Mission, Vision, and Guiding Principles



Questions to Consider

- **How do we want to identify ourselves? (the coalition, the shared services arrangement, Charles River Public Health District, etc.)**
- **How do we want to identify the people we serve? (the community, the communities, name each municipality, etc.)**



Mission

Option A

The mission of the Charles River Public Health District is to achieve an efficient and equitable public health system via the collaboration of the shared services arrangement (SSA).

Option B

The mission of the Charles River Public Health District is to achieve the highest quality of public health by collaborating to increase equity, share knowledge, and enhance the capacity of public health staff and service delivery.

Option C

The mission of the Charles River Public Health District is to ensure equitable public health services to the Dover, Medfield, Needham, and Sherborn communities.

Option D

The mission of the Charles River Public Health District is to work collaboratively to support healthy communities in Dover, Medfield, Needham, and Sherborn.

Option E

The mission of the Charles River Public Health District is to work collaboratively to increase health equity, share knowledge, and enhance the capacity of public health staff and service delivery within our member communities.

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Mission

Option A

The mission of the Charles River Public Health District is to achieve an efficient and equitable public health system via the collaboration of the shared services arrangement (SSA).

Option B

The mission of the Charles River Public Health District is to achieve the highest quality of public health by collaborating to increase equity, share knowledge, and enhance the capacity and **robustness** of public health staff and service delivery.

Option C

The mission of the Charles River Public Health District is to ensure **high quality**, equitable public health services to the Dover, Medfield, Needham, and Sherborn communities.

Option D

The mission of the Charles River Public Health District is to work collaboratively to support healthy communities in Dover, Medfield, Needham, and Sherborn.

Option E

The mission of the Charles River Public Health District is to work collaboratively to increase health equity, share knowledge, and enhance the capacity of public health staff and service delivery within our member communities.

New Mission Proposal

The mission of the Charles River Public Health District is to work collaboratively to support healthy communities by increasing health equity, sharing knowledge, and enhancing the capacity and robustness of public health staff and service delivery in Dover, Medfield, Needham, and Sherborn.



Vision

Option A

We envision a coalition that works collaboratively to provide equitable and efficient public health services to Dover, Medfield, Needham, and Sherborn.

Option B

The Charles River Public Health District envisions a collaborative shared service arrangement that promotes equitable and efficient public health services to Dover, Medfield, Needham, and Sherborn.

Option C (recommended)

We envision a coalition rooted in collaboration that provides equitable and efficient public health services to our community.



Vision

Option A

We envision a coalition that works collaboratively to provide equitable, **responsive**, and efficient public health services to Dover, Medfield, Needham, and Sherborn.

Option B

The Charles River Public Health District envisions a collaborative shared service arrangement that promotes equitable, **responsive**, and efficient public health services to Dover, Medfield, Needham, and Sherborn.

Option C (recommended)

We envision a coalition rooted in collaboration that provides equitable, **responsive**, and efficient public health services to our community.



Vision



Option A

We envision a coalition that works collaboratively to provide equitable, **responsive**, and efficient public health services to Dover, Medfield, Needham, and Sherborn.

Option B

The Charles River Public Health District envisions a collaborative shared service arrangement that promotes equitable, **responsive**, and efficient public health services to Dover, Medfield, Needham, and Sherborn.

Option C (recommended)

We envision a coalition rooted in collaboration that provides equitable, **responsive**, and efficient public health services to our community.



Vision Proposal - Adopt Option C

We envision a coalition rooted in collaboration that provides equitable, responsive, and efficient public health services to our communities.



Guiding Principles

1. We are guided by our shared passion to serve the public.
2. We are guided by a culture of shared learning and collaboration.
3. The CRPHD aims to create and sustain an equitable partnership between Dover, Medfield, Needham, and Sherborn.
4. As a coalition, we strive to work together and draw upon our strengths to continuously improve our systems and capacity to provide the highest level of public health quality to our communities.



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Guiding Principles Proposal

1. We are guided by our shared objective to serve the public.
2. We aim to create and sustain an equitable partnership between Dover, Medfield, Needham, and Sherborn through a culture of shared learning and collaboration.
3. As a coalition, we strive to work together and **draw upon our strengths** to continuously improve our systems and capacity to provide the highest level of public health quality to our communities.
4. We practice data-driven, public health-centered decision-making.



Overview Of the Crosswalk

- Provide a brief summary of each municipality
- Focus on the intersection of each municipality in the SSA
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats



Crosswalk Data Sources

	Dover	Medfield	Needham	Sherborn	CRPHD
Self Assessment Data	X	X	X	X	X
Work Plan					X
Capacity Assessment Results Toolkit					X
CHA/CHIP			X		
Public Library Strategic Plan	X	X	X	X	
Housing Production Plan (varied names)	X	X	X	X	
BOH Assessment Study	X				
Public Schools District Strategy	X	X	X	X	
Nicotine Free Generation Equity Analysis			X		
Strategic Plan			X		IN PROGRESS



Self Assessment Data Overview



Dover - Strengths

- Disease Control and Prevention
- Housing
- Other



Dover - Areas for Improvement

- Environmental Protection
- Community Sanitation
- Administration
- Tobacco Use Prevention



Medfield - Strengths

- Disease Control and Prevention
- Housing
- Tobacco Use Prevention
- Food Protection



Medfield - Areas for Improvement

- Environmental Protection
- Community Sanitation
- Administration
- Other Topics



Needham - Strengths

- Disease Control and Prevention
- Administration
- Tobacco Use Prevention



Needham - Areas for Improvement

- Environmental Protection
- Community Sanitation
- Food Protection
- Housing
- Other Topics



Sherborn - Strengths

- Disease Control and Prevention
- Administration
- Community Sanitation
- Housing
- Tobacco Use Prevention
- Food Protection



Sherborn - Areas for Improvement

- Environmental Protections
- Other Topics



Charles River Public Health District - Strengths

Dover

- Disease Control and Prevention
- Housing
- Other

Needham

- Disease Control and Prevention
- Tobacco Use Prevention
- Administration

Charles River Public Health District

- Disease Control and Prevention (x4)
- Housing (x3)
- Tobacco Use Prevention (3x)
- Administration (2x)
- Food Protection (2x)

Sherborn

- Disease Control and Prevention
- Housing
- Tobacco Use Prevention
- Administration
- Community Sanitation
- Food Protection

Medfield

- Disease Control and Prevention
- Housing
- Tobacco Use Prevention
- Food Protection

Charles River Public Health District - Areas for Improvement

Dover

- Environmental Protection
- Community Sanitation
- Administration
- Tobacco Use Prevention

Needham

- Environmental Protection
- Community Sanitation
- Hoarding
- Food Protection
- Housing

Charles River Public Health District

- Environmental Protection (x4)
- Community Sanitation (x3)
- Hoarding (x3)
- Administration (x2)

Sherborn

- Environmental Protection
- Hoarding

Medfield

- Environmental Protection
- Community Sanitation
- Hoarding
- Administration

Opportunities for Collaboration and Shared Learning Based on Individual Municipality Strengths

Strength

Dover, Medfield, Sherborn - Housing



Area for Opportunity

Needham - Housing

Medfield, Needham, Sherborn - Tobacco
Use Prevention



Dover - Tobacco Use Prevention

Needham & Sherborn - Administration



Dover & Medfield - Administration

Sherborn - Community Sanitation



Dover, Medfield, Needham - Community
Sanitation



Opportunities for Group Learning and Innovation

- Environmental Protection
- Community Sanitation
- Hoarding
- Administration



Strengths, Weaknesses, Opportunities, and Threats (SWOT)



Strengths

Complimented by the experience of others - able to fill in each other's gaps

Meghan Russell

Sherborn - septic system and related analyses, field work, ground water quality

Meghan Russell

Needham - wide variety of housing and related issues. Including hoarding.

Meghan Russell

Interest, collaboration, and trust within the group

Meghan Russell

Medfield - stormwater drain-off, BOH that is an engineer

Meghan Russell

Overlap of regional staff and training hub, strong connection to resources

Meghan Russell

Needham - epidemiologist

Meghan Russell

Sherborn - disease control benefits from population with good healthcare and school system

Meghan Russell

Needham - restaurant and food safety, sanitation, been able to resolve a lot of issues successfully

Meghan Russell

Regional staff - strong group, individually and collectively

Meghan Russell

Dover and Sherborn - well water

Meghan Russell

Dover - septic, 100% septic, entire staff deals with it on a daily basis

Meghan Russell

Pooling our brains and other resources - will make things better. Opportunity to use opioid funds wisely

Meghan Russell

Needham - experience working with elderly on nutrition and health-related issues - aging services and public health are under the same person

Meghan Russell

Interdepartmental connections within the municipalities

Meghan Russell

Needham nursing, tobacco, and substance use

Meghan Russell

School nurses are incredibly receptive, interested in looking at numbers (Dover, Sherborn, and Medfield). Needham has a good relationship with nurses as well

Meghan Russell

Needham/ regional staff - years of experience and broad and deep network that we can draw on

Meghan Russell

Community member knowledge and expertise

Meghan Russell

Prevention in Medfield with coalitions

Meghan Russell

Weaknesses / Areas for Improvement

Needham - septic and well water

Arissa Ruano

Medfield - short term staff shortage

Arissa Ruano

Sherborn - short staffed at the moment

Meghan Russell

Communications capacity - messaging, methods

Meghan Russell

Sherborn - demand for land/space, challenges to adhering to regulations. Maintaining water quality as density increases. Data need are much bigger than the BOH can do.

Meghan Russell

Needham - Building new houses changes water run off and flooding issues

Meghan Russell

Record keeping - software capabilities or availability

Meghan Russell

Dover - don't have online permitting

Meghan Russell

Expertise to deal with mental health issues - depression, suicide, etc. - don't deal with it as well as we should

Meghan Russell

Wealthy community with a housing shortage - finding qualified staff that can afford to live in the area

Meghan Russell

Variability of what PH services are and thought should be provided in each municipality

Meghan Russell

Need to explain to the public what PH is and does, public doesn't understand it

Meghan Russell

Lack of data on a large % of the population that live in the community - adult, family age, wealthy - hard to know where to allocate resources

Meghan Russell

Opportunities

Opportunity to use opioid funds wisely

Meghan Russell

Medfield is adding a health director and new health agent

Meghan Russell

Build capacity in communications

Ariana Ruano

explain to out communities what PH is and the scope of our work

Ariana Ruano

Building upon work that Needham has done with tobacco regulations

Meghan Russell

Expand expertise in mental health issues and areas

Meghan Russell

Hoarding - area to pool resources on

Meghan Russell

Knowledge from fee cost study and FPMS survey - set priorities and move forward with that data

Meghan Russell

Make sure we align activities more carefully with FPMS

Meghan Russell

Sharing staff expertise - environmental health - we have it covered

Meghan Russell

Be with BOH members in other municipalities for moral boost

Meghan Russell

share knowledge in EH work group

Meghan Russell

Threats/Challenges

Opioid - not on our workplan, don't have the bandwidth. How do we address a need/concern that is not within our capacity

Meghan Russell

Nature of the BOH is regulatory so it makes the public unhappy at times

Meghan Russell

Significantly changing public policy environment, support from CDC, EPA, etc.

Meghan Russell

Sherborn - tracking water quality has density increases

Meghan Russell

Increasing vaccine skepticism growing in the country, how can we address it at the local level

Meghan Russell

Demographic challenges - harder to make the case that there are people that need resources in wealthy communities

Meghan Russell

Needham - Building new houses changes water run off and flooding issues

Meghan Russell

Funding environment - pressures at the state level, changes at the federal level

Meghan Russell

Need additional expertise in specialized topics not available on the Board (turf fields, legal, etc.)

Meghan Russell

Expand expertise in mental health issues and areas

Meghan Russell

Workforce pipeline - ability to get qualified folks for positions - skills and housing

Meghan Russell

Climate change - more mosquitos, ticks, rats, wells, water quality, septic systems

Meghan Russell

A lot of our work is about health equity. Pressure on whether that term is allowed to be used outside of us. Instrumental to our work, don't know what the impact will be outside of the field

Meghan Russell

Fragility to the existing workforce because there is not depth in the field - challenges to fill current municipal openings

Meghan Russell

Meeting Reflection

**WHAT
WORKED
WELL TODAY?**

**WHAT WOULD
YOU LIKE TO BE
DIFFERENT
MOVING
FORWARD?**



Next Steps

BME

- Finalize edits on Mission, Vision, and Guiding Principles
- Synthesize and incorporate thoughts and feedback from today's meeting
- Develop draft Goals and Objectives
- Send out a calendar for folks to schedule stakeholder interviews

CRPHD

- Final approval on Mission, Vision, and Guiding Principles
- Complete Goals and Objectives feedback survey
- E-introduce BME team to:
 - BOH/Health Dept team members you would like us to interview
 - Town Administrator
- Fill out the when2meet calendar

