

Executive Summary

The Needham Public Health Division (NPHD) presents the Needham community with this Community Health Improvement Plan (CHIP) for 2024-2028. The CHIP was developed based on data collected in the Community Health Assessment (CHA), which included demographic information as well as valuable information collected via surveys and focus groups, in partnership with other town divisions, community organizations, and agencies within the town.

The full CHA document as well as an executive summary translated into Russian, Mandarin, and Spanish can be found at <https://needhamma.gov/health> under Public Health Education> Data and Reports.

The CHIP is designed to provide a framework for implementing strategies to the health concerns and problems identified in the CHA, but it is meant to be modified as these concerns or community priorities change, resources shift, or other external factors are identified. The priority areas for the CHIP were selected based on many variables, including the feasibility of the solutions and the potential impacts on the community, with health equity as a cross cutting factor. The CHIP provides focused, targeted solutions to the identified health concerns and thus, must only address a select few priority areas. Therefore, not all goals identified in the CHA were chosen as priority areas to be addressed in the CHIP. By targeting only a few priority areas, the Health Division can focus community efforts and resources to provide the greatest opportunity for improvement of health. The priority areas of the CHIP are:

- Mental Health and Wellness
- Substance Use Prevention
- Physical Health and Wellbeing

Background

The Needham Public Health Division (NPHD) began a comprehensive health assessment and planning process with the aim of understanding and improving the health of the residents. The two major components of this are the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP). The CHA is used to identify health issues, needs, and disparities in Needham, while the CHIP determines the Needham Public Health Division's overarching priority areas as well as specific strategies to be implemented to address the health issues identified in the CHA.

The CHIP was finalized in 2024, using findings from the 2024 CHA. The full CHA document as well as an executive summary translated into Russian, Mandarin, and Spanish can be found at <https://needhamma.gov/health> under Public Health Education> Data and Reports.

What is a Community Health Improvement Plan (CHIP)?

The CHIP is meant to be a framework for implementing action towards the goals identified from data in the CHA. The CHIP includes broad, overarching priority areas and goals, as well as specific objectives and activities aimed at addressing these priority areas to improve the health of the community. The document will be reviewed frequently and modified in accordance with changing resources within the Public Health Division, shifting community priorities, new and emerging health concerns, and other factors.

Strategic Alignment

The CHIP was created to align with, and complement, other guiding documents from NPHD. It is intended to highlight existing coalitions and initiatives and identify resources within NPHD and throughout Needham that will be utilized to improve the health of the community. The intention of the CHIP is not to supersede or duplicate recommendations from other plans, such as the Strategic Plan, but rather build upon them and identify specific strategies to accomplish NPHD's goals.

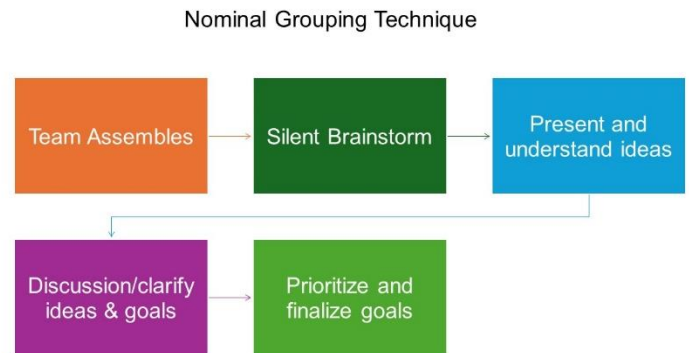
Methodology

The CHA was published in 2024, which provided the health division with demographic data, health outcome data, and information on community concerns. Using this data, priority areas were identified to address specific health concerns. The priority areas were based on the priority areas identified in Beth Israel Deaconess-Needham's 2022 Community Health Needs Assessment. While the BID-N priority areas covered data collected among all the towns in the hospital's catchment area, NPHD was able to narrow down more specific priority areas which encompassed issues identified in Needham:

Community Health Assessment Priority Areas				
Beth Israel Deaconess Hospital – Needham Priority Areas	Equitable Access to Care	Social Determinants of Health	Mental Health and Substance Use	Complex and Chronic Conditions
NPHD Priority Areas	Access to transportation resources for healthcare needs.	Cost of living burden.	Mental health and substance use.	Physical health, cardiovascular disease, and other risk factors.

The CHIP Committee, formed in Fall 2023, was composed of representatives from Needham Public Health Division, Needham Aging Services Division, Needham Community Council, Needham Community Farm, and the Needham Commission on Disabilities. Key findings from the CHA were presented to the CHIP Committee, including demographic information and information on social determinants of health including income, poverty, education, and housing. Critical disparities identified in the data were highlighted to demonstrate how the CHA priority areas were formed. Nominal group technique was utilized in the selection of goals for the CHIP, where the structure and purpose of the CHIP was introduced, the CHA findings and priority areas were reviewed and discussed, the Committee members shared their input and asked questions about the reviewed data and potential impact of the priority areas, and the following criteria were discussed and used to choose final priority areas:

- Is the goal measurable either with data or deliverables?
- Can it be accomplished within the 5-year timeframe?
- Does it connect to the Community Health Assessment?
- Is it feasible based on existing Public Health Division resources and influence in regulatory affairs in other departments or town agencies?
- What is the impact of the problem within the 5 years?
- What is the impact of the solution (both immediate and future)?



These same criteria were used in selecting the Strategic Planning Goals for the Public Health Division.

Health equity is a cross-cutting factor in all work done by the Needham Public Health Division. Each priority area will be addressed with a health equity lens.

The priorities for the Community Health Improvement Plan are:

❖ **Priority area 1: Mental Health and Wellness**

- **Goal:** Ensure Needham residents have access to knowledge, education, and resources to support their mental health and wellness.

❖ **Priority area 2: Substance Use and Prevention**

- **Goal:** Decrease substance use while providing harm reduction services and education to the community.

❖ **Priority area 3: Physical Health and Wellbeing**

- **Goal:** Ensure that all Needham residents have access to the preventative services which can address cardiovascular disease as well as the resources to support a healthy lifestyle.

Mental health and substance use was identified as a singular goal in the CHA, and the division acknowledges that this is a very broad goal which encompasses two very complex and multi-faceted public health issues. As the CHIP outlines very specific, focused strategies to better the health and wellbeing of the community, it was decided that these two issues must be separated. However, when selecting strategies, it was determined that both issues were of high community importance, have a vast impact on the community currently and into the future, have available solutions and resources, and have a great impact on health equity. Therefore, mental health and substance use were both included as separate priority areas in this CHIP.

While Needham Public Health Division felt it was crucial to acknowledge the very significant problems surrounding transportation as a barrier to health care access and the burden of housing costs and the downstream impacts on health

and wellbeing, it was determined that the solutions to these problems were not feasible for the health division to implement. However, the Public Health Division and Board of Health will continue to advocate for solutions to these complex problems, including promoting existing transportation resources in the town, and referring residents to healthcare resources supported by the Health and Human Services Department and other community partners and organizations.

Priority Area 1: Mental Health and Wellness

Goal: Ensure Needham residents have access to knowledge, education, and resources to support their mental health and wellness.

Why is mental health a priority area for the Needham Public Health Division?

- The percentage of Needham High School and Middle School students reporting having seriously considered attempting suicide in their lives increased dramatically from 2018 to 2021 (MWAHS, 2018-2021).
- 42% of Needham High School students reported feeling nervous, anxious, or on edge more than half the days/nearly every day in the past 2 weeks (MWAHS, 2021).
- Female Needham High School students reported stress, anxiety, and depression symptoms at significantly higher rates than their male peers (MWAHS, 2021).
- Just under a third of respondents of the Survey on Healthy Aging reported feeling isolated sometimes or often (Healthy Aging Assessment, 2023).
- Over a third of respondents of the Survey on Healthy Aging reported feeling a little more or much more isolated or lonely in comparison to before the COVID-19 pandemic (Healthy Aging Assessment, 2023).
- Needham Public Health Division is lacking local data related to mental health and wellness, especially for adults in the population aged 18-59.
- Throughout the state, 25% of emergency department beds in October 2021-September 2022 were occupied by persons awaiting behavioral health treatment, as there are not enough behavioral health providers to meet the growing need¹.

Priority Area 1: Mental Health and Wellness	
Objective 1: Develop a greater understanding of the mental health needs and services in Needham.	
Strategy 1: Survey residents on mental health and wellness.	
Strategy 2: Improve collection of mental health data from Police, Fire/Emergency Medical Services, and hospitals.	
Objective 2: Ensure community members are knowledgeable of and have access to mental health resources.	
Strategy 1: Promote mental health awareness and proactive community engagement	
Strategy 2: Provide resources to the community on mental health and wellness.	
Objective 3: Implement or continue partnerships with town departments or community organizations to prevent and/or react to mental health crises	
Strategy 1: Equip Needham community with skills to identify, understand, and respond to signs of mental illnesses.	
Strategy 2: Advocate for hiring of additional clinicians in Health and Human Services.	

¹ “An Acute Crisis: How Workforce Shortages are Affecting Access and Costs”, a report from the Massachusetts Health & Hospital Association, October 2022. Accessed via <https://mhalink.informz.net/mhalink/data/images/An%20Acute%20Crisis%20-%20MHA%20Workforce%20Report.pdf>.

Priority Area 2: Substance Use and Prevention

Goal: Decrease substance use while providing harm reduction services and education to the community.

Why is substance use a priority area for the Needham Public Health Division?

- Needham High School students reported current alcohol use (31%) and binge drinking (19%) at higher rates than MetroWest High School students (25% and 15%, respectively).
- The percentage of Needham High School students who reported having ever used alcohol in their lifetimes increased significantly from 8th grade (10%) to 9th grade (34%) and continues to increase gradually through 12th grade (69%).
- Perceived risk of using marijuana once or twice a week decreases by grade in High School (64% of 9th graders reported there is moderate/great risk while 38% of 12th graders reported there is moderate/great risk).
- Over a third of Needham Parent Survey respondents reported that youth drinking alcohol occasionally was not at all wrong or a little bit wrong.
- Needham adults aged 18+ report binge drinking at a higher rate (17.70%) than adults aged 18+ in Massachusetts (16.76%) and the United States (15.50%).
- Needham Public Health Division is lacking local data related to substance use, especially adults in the population aged 18-59.

Priority Area 2: Substance Use and Prevention
Objective 1: Develop a greater understanding of needs related to substance use in adult residents.
Strategy 1: Collect information on needs and priorities of the community related to substance use and harm reduction.
Strategy 2: Improve collection of substance use data from Police, Fire/Emergency Medical Services, and hospitals.
Objective 2: Ensure community members have access to resources and substance use services.
Strategy 1: Increase awareness and availability of Narcan.
Strategy 2: Collaborate with other town departments and community organizations to provide referrals to intervention, treatment, and recovery options.
Strategy 3: Introduce and promote recovery coaching.
Objective 3: Use education and health promotion efforts as a tool for prevention and harm reduction.
Strategy 1: Educate youth, parents, other adult caregivers, and Needham community on the health harms related to alcohol, cannabis, and other drug use.
Strategy 2: Continue and expand upon partnership with Police for tobacco product use and substance use prevention.
Strategy 3: Shift community norms away from the inevitability of alcohol, cannabis and other drug use for adolescents and young adults.

Priority Area 3: Physical Health and Wellbeing

Goal: Ensure that all Needham residents have access to the preventative services which can address cardiovascular disease as well as the resources to support a healthy lifestyle.

Why is physical health a priority area for the Needham Public Health Division?

- Heart disease is consistently in the top 2 leading causes of death in Needham residents.
- There is a high incidence of obesity in Needham residents.
- There is a high incidence of high cholesterol and high blood pressure in Needham residents.
- Half of the respondents of the Assessment of Housing Authority Residents reported having difficulty walking or climbing stairs (Assessment of Housing Authority Residents, 2020)
- Needham Public Health Division is lacking local data related to physical health and wellbeing, including access to and use of health care resources and chronic conditions.

Priority Area 3: Physical Health and Wellbeing
Objective 1: Identify incidence of cardiovascular disease and other risk factors which may impact the health of residents and promote heart safe activities
Strategy 1: Collect health information from Needham residents using a community health survey or similar tool.
Strategy 2: Increase access to healthy and affordable food options.
Strategy 3: Work towards becoming a HEARTSafe community.
Objective 2: Empower residents to make healthy lifestyle choices.
Strategy 1: Create a central hub for health-related resources, assets, and services in town.
Strategy 2: Promote healthy eating choices in the community.
Strategy 3: Provide health events and opportunities to the community, with a focus on access for the most vulnerable populations.
Objective 3: Increase access to disease prevention tools.
Strategy 1: Advocate for increased transportation options and promote existing transportation options in town to improve access to health care.
Strategy 2: Educate and inform the community about food safety practices.
Strategy 3: Provide education to community members about the genetic and lifestyle factors which may improve their physical health, including heart health.

Implementation, Monitoring, and Evaluation

Each year, members of the Accreditation Team and/or Accreditation Steering Committee will meet with the groups within the Public Health Division responsible for accomplishing each priority area. Strategies and specific activities will be prioritized for the upcoming fiscal year and an action plan will be created outlining the timeline, responsible staff members, collaborators and resources required for each activity.

An example of the first fiscal year action plan has been included in **Appendix A**. This document is subject to change as, throughout the fiscal year, those responsible for each activity or strategy will meet to review progress. Quarterly, this progress will be formally reviewed, tracked, and documented in VMSG, a project management software. Changes to the specific activities will be made in VMSG.

Creating an action plan annually allows the Public Health Division the opportunity to evaluate the CHIP progress and assess resources within the Division, staff capacity, town priorities, emerging health issues, and other variables which may lead the Division to adjust the objectives, strategies, or activities.

Acknowledgements

Prepared by: Needham Public Health Division

Needham Public Health Division Accreditation Steering Committee

Timothy McDonald, Director of Health and Human Services

Tiffany Benoit, Assistant Director of Public Health

Tara Gurge, Assistant Director of Public Health

Lynn Schoeff, Accreditation Manager

Alison Bodenheimer, Sr. Public Health Associate

Julie McCarthy, Epidemiologist

Karen Shannon, Substance Use Prevention Coordinator

Kerry Dunnell, Shared Services Program Manager

CHIP Steering Committee

Tiffany Benoit, Needham Public Health Division

Julie McCarthy, Needham Public Health Division

Anna Aguilera, Needham Community Farm

Karen Morales, Needham Commission on Disabilities

Jessica Moss, Needham Aging Services Division

Sandra Robinson, Needham Community Council

LaTanya Steele, Needham Aging Services Division

Year 1 Action Plan

Objective 1: By June 2028, NPHD will analyze Needham-specific mental health data from new or improved data sources, such as a community health survey and EMS data system, to develop a greater understanding of the mental health needs and services in Needham.

Strategy 1.1.1 Survey residents on mental health and wellness.

Year 1 Activities <i>What activities are needed to accomplish the strategy in Year 1?</i>	Date Range <i>Set start/end dates for each activity. This should be within one fiscal year.</i>	Lead Contact <i>Who is responsible for the completion of this activity?</i>	Process Indicator(s) <i>How will we know we successfully completed the activity?</i>	Progress Status <i>What is the status of this activity?</i>	Progress Notes & Next Steps <i>Describe progress and next steps beyond Year 1, if applicable.</i>
Gather/analyze costs for providing Community Health Survey (survey deployment target goal would be before CHA 2028)	Feb – June 2024	Administration	When we have a price list or rough budget	Not Started	Price out different modes of delivery, survey length Develop budget requests and place in budget for FY26-FY27
Connect with other communities that have developed and deployed surveys	Feb – March 2024	Administration	Learnings from 3-5 communities	Not Started	Possible communities to connect with: Cambridge, Worcester Understand best model for survey development and delivery informed by other communities:

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

					Contract externally completely? Or combined external and internal?
Strategy 1.1.2 Improve collection of mental health data from Police, Fire/Emergency Medical Services, and hospitals.					
Gain access to EMS data system	9/2023-11/2023	Epidemiology	Login information Successful login	Complete	Identify and explore mental health data available in EMS system in FY25

Resources Required for this Objective
• Funding • Online survey platform & paper version • Consultant to support survey design and development • Staff time - research on what other communities have done • Community support

Potential Partners for this Objective
• Different communities • Youth and families • Mental Health – Riverside Community • HHS Partners • Community-led groups • Previous vendor who has worked on surveys for Needham

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Objective 2: By June 2026, NPHD will develop, provide, and promote ## mental health resources on social media and other internal and external distribution channels to ensure community members are knowledgeable of and have access to mental health resources in multiple languages

Strategy 1.2.1 Promote mental health awareness and proactive community engagement.

Year 1 Activities <i>What activities are needed to accomplish the strategy in Year 1?</i>	Date Range <i>Set start/end dates for each activity. This should be within one fiscal year.</i>	Lead Contact <i>Who is responsible for the completion of this activity?</i>	Process Indicator(s) <i>How will we know we successfully completed the activity?</i>	Progress Status <i>What is the status of this activity?</i>	Progress Notes & Next Steps <i>Describe progress and next steps beyond Year 1, if applicable.</i>
SOP for migrant families: Write SOP	Feb -April 2024	Emergency Preparedness	Draft SOP	In progress	
SOP for migrant families: Provide SOP to Tim and Lynn for review	Feb -April 2024	Emergency Preparedness	SOP sent to Tim & Lynn	Not yet started	
SOP for migrant families: Incorporate feedback and make some changes after SOP is reviewed by relevant stakeholders	Feb -April 2024	Emergency Preparedness	SOP ready for approval	Not yet started	
SOP for migrant families: Approval by Tim	April 2024	HHS Director	SOP approved	Not yet started	
One-pager for migrant families: Develop a “welcome” one-pager prepared in different languages that can be distributed to new arrivals	July 2023-April 2024	Emergency Preparedness	Completed	Completed	
One-pager for migrant families: Translate into Spanish and Creole	February 2024	Translation service	Receiving translation pages	In Progress	
One-pager for migrant families: Make it available to internal users/staff for use/dissemination to public	April 2024	Emergency Preparedness	Distribute to internal users	In Progress	

Strategy 1.2.2 Provide resources to the community on mental health and wellness.

Identify relevant mental health and wellness materials to post on social media accounts	7/1/23-6/30/24	Public Health Nursing, Epidemiology	Posts on Instagram, Facebook, X	In progress	
Post on Instagram, Facebook, X	7/1/23-6/30/24	Public Health Nursing, Epidemiology	Posts on Instagram, Facebook, X	In progress	
Track analytics on platforms	7/1/23-6/30/24	Public Health Nursing, Epidemiology	Number of interactions (including clicks, likes, comments, etc.)	In progress	

Resources Required for this Objective

- Canva access
- Translation services

Potential Partners for this Objective

- Social Work from Center at the Heights and Youth and Family, Community Council, Interfaith Clergy
- Police/Fire and other town departments
- Other LBOHs

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Objective 3: From FY24 - FY28, NPHD will increase town capacity to respond to mental health crises by implementing or continuing partnerships with town departments or community organizations by providing ## trainings to prevent and/or react to mental health crises and by hiring additional clinicians in Health and Human Services by June 2024.

Strategy 1.3.1 Equip Needham community with skills to identify, understand, and respond to signs of mental illnesses.

Year 1 Activities <i>What activities are needed to accomplish the strategy in Year 1?</i>	Date Range <i>Set start/end dates for each activity. This should be within one fiscal year.</i>	Lead Contact <i>Who is responsible for the completion of this activity?</i>	Process Indicator(s) <i>How will we know we successfully completed the activity?</i>	Progress Status <i>What is the status of this activity?</i>	Progress Notes & Next Steps <i>Describe progress and next steps beyond Year 1, if applicable.</i>
MRC: Identify training needs that can help Needham Medical Reserve Corps (MRC) to respond effectively to community mental health needs during an emergency	March - May 2024	Emergency Preparedness	List of trainings identified	Not Started	
MRC: Discuss plan with Assistant Director of Public Health	March 2024	Assistant Director of Public Health, Substance Use Prevention	Training Delivery Plan & Start Date	Not Started	Determine how to conduct the training – outsource or train a staff member. If so, which staff member and how many. Determine target date to start offering training.
MRC: Research vendors and identify costs associated with each one	April – June 2024	Emergency Preparedness	List of potential vendors and costs associated	Not Started	Depending on conversation, this is either vendor for whole training or train the trainer
MRC: Do necessary prep to be able to conduct training – train a staff	April – June 2024	Emergency Preparedness	Staff member is trained or	Not Started	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

member or identify an outsourced trainer			outsourced trainer is identified		
MRC: Confirm funding source – current grant from NC-8 or other source	March-April 2024	Emergency Preparedness	Funding source is determined	Not Started	
Adult MHFA: Identify process for providing Adult MHFA training incl. number of participants to be trained, identifying trainer, and calendar for training.	February 2024-June 2024	Substance Use Prevention	Training Delivery Plan	Not Started	Expected to continue into Jan 2025 Identify process for providing Adult MHFA training incl. number of participants to be trained, identifying trainer, and calendar for training.
Adult MHFA: Discuss plan with Tiffany and Taleb for training NPHD staff and emergency response staff in Adult MHFA	March 2024	Substance Use Prevention	Training Delivery Plan & Start Date	Not Started	Determine how to conduct the training – outsource or train a staff member. If so, which staff member and how many. Determine target date to start offering training.
Adult MHFA: Do necessary prep to be able to conduct training – train a staff member or identify an outsourced trainer	April – June 2024	Substance Use Prevention	Staff member is trained or outsourced trainer is identified	Not Started	Completion of staff training is dependent on funding and scheduling of training opportunities
Adult MHFA: Identify a funding source to hold the training	April – June 2024	HHS Director, Assistant Director of Public Health	Funding source identified	Not Started	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Youth Mental Health First Aid activities		Substance Use Prevention, Youth & Family Services	Minimum of 3 sessions offered per year by K. Shannon and Sara Shine	Ongoing	Need to increase # of staff certified to train course
Teen Mental Health First Aid activities		Substance Use Prevention, Youth & Family Services	Needham High 10 th grade class receives training –completed annually	Ongoing	Need to increase # of staff certified to train course
Strategy 1.3.2 Advocate for hiring of additional clinicians in Health and Human Services.					
Defending justification to hire new staff members (Warrant article)	September 2023	HHS Director	Complete defense meeting	Complete	
Town meeting authorized budget justification for hiring new staff members	October 2023	HHS Director	Authorized budget justification	Complete	
Submit budget justification to move grant-funded clinicians into town budget	October 2023	HHS Director	Budget justification submitted	Complete	
Present budget request to BOH	November 2023	HHS Director	Budget presented	Complete	
Defend budget request to town manager	November 2023	HHS Director	Budget meeting with town manager	Complete	
Defend request to Finance Committee	February 2024	HHS Director	Budget defended to Finance Committee	Complete	
Receive approval to get grant-funded clinicians into town budget	February 2024	Finance Committee/ HHS Director	Decision reached by Finance Committee	Complete	On-target to get clinicians into town budget; waiting for finance committee to

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

					make a recommendation
Transition grant-funded clinicians into town budget for Youth and Family Services division and Aging Services division	Feb 2024 – Jan 2025	HHS Director	Transfer to operating budget to become permanent	In Progress	Grant-funded clinicians under ARPA funds until Dec 2024 (FY25)
Post job description for clinicians	Feb 24 - March 24	Director of Youth & Family Services	Job description posted	Not Yet Started	Two positions - Children's hospital grant-funded
Interview candidates	March - April 24	Director of Youth & Family Services	Candidates are interviewed	Not Yet Started	
Hire Clinicians	May 2024	Director of Youth & Family Services	Offer Letters Start Date for Clinicians	Not Yet Started	Dependent on town meeting approval in May

Resources Required for this Objective

- Funding for train the trainer or access to attend online training
- Funding for trainings, including MHFA
- Staff resources for event logistics
- Canva, Google Docs, etc. to create flyers
- Translation, interpretation services for trainings and materials (e.g. Russian, Chinese)
- Staff time to justify, present, document past success with hiring additional staff

Potential Partners for this Objective

- National Council for Mental Wellbeing (MHFA organization)
- NC-8 Coordinator
- Needham Public Schools
- Community organizations – interfaith clergy, etc.
- Town manager

- Finance committee
- Board of Health
- Other Municipal departments

Year 1 Action Plan

Objective 1: By June 2028, NPHD will analyze Needham-specific substance use data from new or improved data sources, such as qualitative data from people with lived experiences, key stakeholder data and EMS data system, to develop a greater understanding of needs related to substance use in adult residents.

Strategy 2.1.1 Collect information on needs and priorities of the community related to substance use and harm reduction.

Year 1 Activities <i>What activities are needed to accomplish the strategy in Year 1?</i>	Date Range <i>Set start/end dates for each activity. This should be within one fiscal year.</i>	Lead Contact <i>Who is responsible for the completion of this activity?</i>	Process Indicator(s) <i>How will we know we successfully completed the activity?</i>	Progress Status <i>What is the status of this activity?</i>	Progress Notes & Next Steps <i>Describe progress and next steps beyond Year 1, if applicable.</i>
Identify and hold Key stakeholder interviews to identify which community resources or interventions would make the most impact on residents to address the opioid crisis	Nov 23 –Jan 2024	Contractor	Key Stakeholder Interview Results	In Progress	
Connect with people with lived experience and families and complete small group interviews to identify which community resources or interventions would make the most impact on residents to address the opioid crisis	Jan- Feb 2024	Contractor	Small Group Interview Results	In Progress	
Hold a large community forum to get feedback on which community resources or	April 2024	Contractor	Forum Feedback data	In Progress	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

interventions would make the most impact on residents to address the opioid crisis					
Final report from contractor	End of Jun 2024	Contractor	Final Report	Not Started	
Strategy 2.1.2 Improve collection of substance use data from Police, Fire/Emergency Medical Services, and hospitals.					
Gain access to EMS data system	9/2023-11/2023	Epidemiology	Login information Successful login	Complete	Identify and explore mental health data available in EMS system in FY25

Resources Required for this Objective
• Contractor help • Funding to pay contractor • Interpreters as needed

Potential Partners for this Objective
• Town Managers office • Police and Fire Dept

Objective 2: By June 2026, NPHD in partnership with other town department and community organizations will develop, provide, and promote substance use & prevention resources on social media and other internal and external distribution channels to ensure community members have access to resources and substance use services, including increasing awareness and availability of Narcan, 15 installed SAMBOXes, and recovery coaching program.					
Strategy 2.2.1 Increase awareness and availability of Narcan.					
Year 1 Activities	Date Range	Lead Contact	Process Indicator(s)	Progress Status	Progress Notes & Next Steps

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

<i>What activities are needed to accomplish the strategy in Year 1?</i>	<i>Set start/end dates for each activity. This should be within one fiscal year.</i>	<i>Who is responsible for the completion of this activity?</i>	<i>How will we know we successfully completed the activity?</i>	<i>What is the status of this activity?</i>	<i>Describe progress and next steps beyond Year 1, if applicable.</i>
Develop Narcan training	Prior to current fiscal year	Public Health Nursing	Training in place	Complete	(training was developed prior to this fiscal year)
Promote opportunities for Narcan training to the community	Ongoing	Public Health Nursing, Epidemiology	Posts going on social media, newsletters, article in local online newspaper, flyers	Complete / ongoing	
Develop SOP for Narcan training / distribution	October 2023	Public Health Nursing	SOP developed	Complete	
Apply to BSAS Community Naloxone Program	October 2023	Public Health Nursing	Application sent	Complete	
Join BSAS Community Naloxone Program	November 2023	Public Health Nursing	Part of the program, able to order Narcan through them	Complete	
Order / obtain Narcan	Ongoing	Public Health Nursing	Narcan is obtained	Completed / Ongoing	
Set up / organize SAMBOXES	January 2024	Public Health Nursing	SAMBOXES ready to be mounted	Completed	
Develop an SOP for refilling Narcan and taking care of the boxes	February 2024	Public Health Nursing	SOP developed and utilized	In progress	
Set up SAMBOXES in town next to AEDs	June 2024	Public Health Nursing	15 SAMBOXES are placed near AEDs	In Progress	
Collaborate with building maintenance to set up SAMBOXES	June 2024	Public Health Nursing	15 SAMBOXES mounted in place	Not started	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Create social media advertising for SAMBOXES	June 2024 / ongoing	Public Health Nursing, Epidemiology	Posts shared on Facebook, X/Twitter, Instagram, local newsletter	In progress	Narcan advertisement is ongoing, SAMBOXES will be added once fully set up
Strategy 2.2.2 Collaborate with other town departments and community organizations to provide referrals to intervention, treatment, and recovery options.					
Promote: Present recovery coach services program to departments and community orgs	Jan 2024-June 2024	Recovery Coach	Presentations given	Ongoing	Group or one-on-one presentations
Building relationships with town departments and comm orgs	Jan 2024-June 2024	Recovery Coach	Presentations given	Ongoing	New town depts and comm orgs are referring people
Advocating to town departments and community members – reducing stigma around substance misuse by having employee with lived experience share their experience	Jan 2024-June 2024	Recovery Coach, Human Resources	When community members are comfortable accessing substance use resources and sharing lived experiences	Ongoing	Town departments and community organization are advocating for reduced stigma HR – keep position, which requires person with lived experience to fill the role Will continue on beyond FY24
Educate other town departments to allow people with lived experiences to advocate for what they need – developing a recovery-oriented system of care	Jan 2024 – June 2024	Recovery Coach	Conversations with town departments	Ongoing	people with lived experiences advocate for what they need – developing a recovery system of care Will continue on beyond FY24

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Receiving TA from CATH social workers	Jan 2024 – June 2024	Recovery Coach	TA meetings	Ongoing	Working with senior population and community in general Will continue on beyond FY24
Strategy 2.2.3 Introduce and promote recovery coaching.					
Funds approved for this program	July 2023 – Oct 2023	HHS Director, Assistant Director of Public Health	Finance committee approval Passed by town meeting vote	Complete	Efforts to have prog covered under opioid settlement funds started before FY24
Preparation for program implementation: Development of materials for program - Consent for peer services, referral form; access to database for storing client records; create presentation for town departments	November 2023 – Dec 2023	Recovery Coach	Documents are completed	Complete	Develop infrastructure for providing a recovery-oriented system of care. Including: policies, procedures, client records, data tracking, promotional material, and build relationships with town partners.
Developed procedure for recovery coaching & approved by Tim	December 2023	Recovery Coach, Substance Use Prevention, HHS Director and Assistant Director of Public Health	Approved by Tim	Complete	
TA provider to supervise recovery coaching work	Dec 2023 – June 2024	Angi & TA Provider	Identified TA Provider	Ongoing	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Promote program: to PHD, CCIT, CATH, Needham housing	December 2023 – June 2024	Recovery Coach	Number of presentations to community members	Ongoing	
Provide Angi with a cell phone	Jan 2024	Assistant Director of Public Health	Cell phone acquired	Complete	As part of implementation
Approval to increase hours of recovery coach up to 18 hours/week	January 2024 – June 2024	Assistant Director of Public Health, Human Resources	Hours increased	Complete	
Implementation of recovery coaching program	Mid-January – June 2024	Recovery Coach	Number served (peers) Number of presentations to community members Receiving referrals/month	Ongoing	
Empower people with lived experiences to access services for themselves (equity goal)	Mid-January – June 2024	Recovery Coach	Social workers and recovery coach become resource navigators	Ongoing	
Explore possibility of group coaching	June 2024	Recovery Coach & Recovery Coach supervisor		Not yet started	Currently only doing one-on-one

Resources Required for this Objective

- Social Media
- Funding & Approval
- Flyers, Business Cards
- Cell Phone

Potential Partners for this Objective

- BSAS
- Select Board, BOH
- Police Dept
- Housing Authority
- Recovery Education Collaborative
- People with lived experience

Objective 3: From FY24 - FY28, NPHD will use education (e.g. Alcohol EDU or Smart Talk curriculums, parent/caregiver education events) and health promotion efforts (e.g. TIPS trainings, retailer alcohol & tobacco vendor compliance, and community norms campaigns) as tools for prevention and harm reduction among youth and chronic substance users in Needham.

Strategy 2.3.1 Educate youth, parents, other adult caregivers, and Needham community on the health harms related to alcohol, cannabis, and other drug use.

Year 1 Activities <i>What activities are needed to accomplish the strategy in Year 1?</i>	Date Range <i>Set start/end dates for each activity. This should be within one fiscal year.</i>	Lead Contact <i>Who is responsible for the completion of this activity?</i>	Process Indicator(s) <i>How will we know we successfully completed the activity?</i>	Progress Status <i>What is the status of this activity?</i>	Progress Notes & Next Steps <i>Describe progress and next steps beyond Year 1, if applicable.</i>
---	---	---	--	---	---

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

MassCALL3 - AlcohoLEDU or Smart Talk curriculums - Meet with school leaders to assess status of current health education curricula for 8 th and 9 th graders in each cluster community	May 2024	Substance Use Prevention (MassCALL3 team)	Meetings completed with appropriate middle and high school personnel in each cluster community	Not yet started	
MassCALL3 - AlcohoLEDU or Smart Talk curriculums - Research DESE requirements for health education for how many hours of health ed, for middle and high schoolers to understand parameters around integrating new health curricula.	May 2024	Substance Use Prevention (MassCALL3 team)	Review of DESE requirements completed in designated timeframe	Not yet started	
MassCALL3 - AlcohoLEDU or Smart Talk curriculums Curate/develop education materials to inform school leaders about the AlcohoLEDU and Stanford Marijuana Curricula	May-June 2024	Substance Use Prevention (MassCALL3 team)	Education materials compiled	Not yet started	
MassCALL3 - AlcohoLEDU or Smart Talk curriculums Meet with school administrators to educate about state requirements around health education (if necessary) and describe the value of these two programs	May- June 2024	Substance Use Prevention (MassCALL3 team)	Meetings conducted in each cluster community	Not yet started	
MassCALL3 - AlcohoLEDU or Smart Talk curriculums Convene key community members (e.g., health directors from each time, youth serving counselors, school nurse	June 2024	Substance Use Prevention (MassCALL3 team)	Meeting with key community members conducted	Not yet started	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

leaders, health educators, etc.) from each cluster town as advisory group to strategize about integrating the curricula into standing 8 th and 9 th grade health curriculum.					
MassCall and SPAN to align AlcoholEDU curriculum	June 2024	Substance Use Prevention		Not yet started	
SPAN parent education event: SPAN Education Action Team meets to identify objectives for parent community education: provide parents with information on the impact of youth substance use on the teen brain, and how to have conversations with their children to convey disapproval of use.	April 2024	Substance Use Prevention, SPAN		In progress	Event logistics and promotion
SPAN Education Action Team identifies speakers, event date, and venue.	Feb 2024	Substance Use Prevention, SPAN		In Progress	
SPAN prevention staff create event flyer and work with SPAN Ed. Action Team to promote event.	Feb – April 2024	Substance Use Prevention, SPAN		In Progress	
SPAN prevention staff meets with speaker panelists to coordinate event program and prepare list of topic areas to be covered.	June 2024	Substance Use Prevention, SPAN		Not yet started	
Strategy 2.3.2 Continue and expand upon partnership with Police for tobacco product use and substance use prevention.					
Collaborate with police to develop new alcohol compliance checklist	Sept 2023	Substance Use Prevention & Police Dept	Alcohol Compliance checklist	Complete	Through this process gained buy-in from police dept

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Lead responsibility for recruiting underage operatives for alcohol compliance checks	July 2023	Substance Use Prevention & Police Dept	Identified operatives for each alcohol compliance check	Ongoing	Includes: Develop flyer for recruitment, work with college campuses to send out flyers, communicate with operatives and maintain list of student volunteers, buy gift cards for operative incentives, maintain list of student volunteers, coordinate of ushering process for operatives, build relationships with campus staff. Need to repeat for every compliance check
Discuss development of alcohol compliance check procedure with Needham Chief of Police	February	Substance Use Prevention, Needham Chief of Police	Responsibility for who will write the alcohol compliance check procedure will be resolved	In progress	Needham Police Dept. Will draft a Standard Operating Procedure for their role in conducting alcohol compliance checks. NPHD will draft a procedure for their role in the alcohol compliance check.
Modify policy for Tobacco checks/compliance	Jan. 2024	Environmental Health	Updated retail tobacco vendor inspection report	Incomplete	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

			and tobacco compliance check form with the state's suggested edits. Still need to update policy.		
Update Compliance Form before First Compliance Checks	Jan. –February 2024	Environmental Health	Compliance form was updated. There should be more details gathered with new form and thus more evidence.	Completed	Identify any other things that need to be added or removed from the form as the final policy is drafted
Meet with police chief to schedule annual alcohol compliance checks	Feb 2024	Substance Use Prevention, Needham Chief of Police	2024 alcohol compliance check schedule	In Progress	Trying to schedule meeting with NPD Chief to identify 2024 alcohol compliance check schedule.
Update Retail Inspection Form before First Retail Inspections. Combining old form (2017) and new form (2021) and incorporating comments from state Subject matter expert into a master form	January-March 2024	Environmental Health	Form is redone and sent to SME for additional thoughts	In progress	Update form as new products and regulations come out.
Conduct retail tobacco vendor compliance checks with Needham Police	February 2024, Every 3 months	Environmental Health	No sales of tobacco and/or nicotine dispensing products to minors.	On-going (Completed 1 in October 2023, next in Feb/ March, and May/June)	Change up how checks are performed to check different situations. (one vs. Two buyers, etc., asking for different products)
Train staff on new updated retail inspection form so inspections can be performed independently	March –June 2024	Environmental Health	Inspections can be assigned to other	Not started	Train staff on being able to identify new emerging tobacco

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

			staff without oversight		products and the regulations afterwards.
Perform Retail Tobacco Inspections	March 2024, every 6 months	Environmental Health	Inspections can consistently be done at least twice a year and violations noted in the previous reports have been corrected going forward	Not started	
Update/Create Tobacco Retail Inspection SOPs	March-June 2024	Environmental Health	SOPs updated	Not Started	
Create email listserv for providing additional training/education to Tobacco retailers about tobacco sales and local and state regulations, required signage	March 2024	Environmental Health	Email listserv is created	Not started	Incorporate within the online permit in next fiscal year
Connect with Additional Officers from Needham Police to assist with Compliance Checks, create procedure on who and how to reach out	April – June 2024	Environmental Health	Up to date list of Needham police officers that can assist with drive arounds and enforcement is available.	Not started	
Strategy 2.3.3 Shift community norms away from the inevitability of alcohol, cannabis and other drug use for adolescents and young adults.					
Engage intern to support PhotoVoice project implementation	October 2023	Substance Use Prevention (MassCALL3 team)	Intern has been identified and committed to support PhotoVoice project	Complete	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Develop information sheet and recruitment materials about PhotoVoice project	January 2024	Substance Use Prevention (MassCALL3 team)	Informational/promotional materials developed	Complete	
Recruit youth participants in Photovoice project	January-February 2024	Substance Use Prevention (MassCALL3 team)	Group of at least 8 youth from each cluster community recruited and committed to participating in PhotoVoice project	In Progress	
Schedule weekly PhotoVoice project meetings with youth from each town based on participant availability	January-March 2024	Substance Use Prevention (MassCALL3 team)	Meeting schedule confirmed	In Progress	
Begin PhotoVoice project, including 5 weekly meetings in each town with youth participants	January-March 2024	Substance Use Prevention (MassCALL3 team)	First PhotoVoice meeting held	Incomplete	
Determine and secure locations for photo displays in each cluster community	April 2024	Substance Use Prevention (MassCALL3 team)	Photo display locations secured in each community	Incomplete	
Host photo displays in each community	May 2024	Substance Use Prevention (MassCALL3 team)	Photo displays hosted in each community	Incomplete	
Convene a four-town gallery walk to display photos and recruit community members to participate in the positive social norms (PCN) campaign development process	May 2024	Substance Use Prevention (MassCALL3 team)	Gallery walk held	Incomplete	
MassCALL3 - Positive community norms campaign	June 2024	Substance Use Prevention		Incomplete	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

		(MassCALL3 team)			
MassCALL3 - Post Scope of Work and Request for Proposals (RFP) to hire social marketing consultant (SMC) to advise on message content and design	February 2024	Substance Use Prevention (MassCALL3 team)	Social marketing consultant RFP process initiated.	Incomplete	
MassCALL3 - Articulate objectives and desired process and outcome measures of social marketing campaign	March 2024	Substance Use Prevention (MassCALL3 team)	Objectives and evaluation measures agreed upon by LT	Incomplete	
MassCALL3 - Determine focus group timing and logistics (e.g., number of focus groups to hold locations to hold them).	March 2024	Substance Use Prevention (MassCALL3 team)	Key decisions are made, documented, and shared with LT regarding focus group implementation	Incomplete	
MassCALL3 - Draft parent focus group questions and interview guide	March 2024	Substance Use Prevention (MassCALL3 team)	Focus group interview protocol drafted and approved by responsible parties	Incomplete	
MassCALL3 - Develop and disseminate promotional materials (e.g., flyer, email) to recruit focus group participants	March 2024	Substance Use Prevention (MassCALL3 team)	Promotional materials are developed and have been delivered to community partners virtually and in hard copy for distribution	Incomplete	
MassCALL3 - Conduct parent focus groups	May 2024	Substance Use Prevention (MassCALL3 team)	Previously determined number of focus groups have been conducted	Incomplete	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

MassCALL3 - Determine status of parent surveys in each cluster community and modify existing services to include campaign related questions	May 2024	Substance Use Prevention (MassCALL3 team)	Existing parent surveys modified to include campaign-related questions	Incomplete	
MassCALL3 - Work with cluster communities without parent surveys to develop a brief parent survey specifically for collecting baseline information from parents	May 2024	Substance Use Prevention (MassCALL3 team)	Process for collecting baseline parent information in communities without a parent survey determined	Incomplete	
MassCALL3 - Review focus group data and summarize key themes	May 2024	Substance Use Prevention (MassCALL3 team)	Review complete and summary document finalized	Incomplete	
MassCALL3 - Present data back to focus group participants and community members in each community.	June 2024	Substance Use Prevention (MassCALL3 team)	Community presentations delivered to participants/community members in each cluster community	Incomplete	
Needham SPAN - Positive community norms campaign: continue distribution and marketing of PCN poster series in community. There are 6 posters.	July 2023 – January 2024	Substance Use Prevention	PCN messages developed in 2022 under guidance of consultant.	In progress	
Create list of locations to distribute PCN posters including town offices and private businesses.	July 2023	Substance Use Prevention	List was created.	Completed	
Recruit SALSA student volunteers to distribute PCN posters to designated locations. Posters are distributed monthly.	September 2023- January 2024	Substance Use Prevention	Students were recruited and posters were distributed.	Completed	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Order vinyl banners for each of the 6 PCN posters.	December 2023	Substance Use Prevention	Banners were ordered from vendor and received.	Completed	
Meet with Director of Needham Park and Recreation to identify local parks and outdoor public spaces for hanging vinyl banners. Post banners.	March – June 2024	Substance Use Prevention	Locations will be identified in partnership with Dir. of Park and Recreation and banners will be hung in public outdoor spaces in Needham.	In progress	

Resources Required for this Objective

- State Tobacco Prevention Program (guidance for updating policies)
-

Potential Partners for this Objective

- Needham Police Department
- Local schools and colleges (partnering for tobacco & alcohol compliance checks)

Year 1 Action Plan

Objective 1: By June 2028, NPHD will identify incidence of cardiovascular disease and other risk factors which may impact the health of residents from new or improved data sources, such as a community health survey, and promote heart safe activities.

Strategy 3.1.1 Collect health information from Needham residents using a community health survey or similar tool.

Year 1 Activities <i>What activities are needed to accomplish the strategy in Year 1?</i>	Date Range <i>Set start/end dates for each activity. This should be within one fiscal year.</i>	Lead Contact <i>Who is responsible for the completion of this activity?</i>	Process Indicator(s) <i>How will we know we successfully completed the activity?</i>	Progress Status <i>What is the status of this activity?</i>	Progress Notes & Next Steps <i>Describe progress and next steps beyond Year 1, if applicable.</i>
Gather/analyze costs for providing Community Health Survey (survey deployment target goal would be before CHA 2028)	Feb – June 2024	Administration	When we have a price list or rough budget	Not Started	Price out different modes of delivery, survey length Develop budget requests and place in budget for FY26-FY27
Connect with other communities have developed and deployed surveys	Feb – March 2024	Administration	Learnings from 3-5 communities	Not Started	Possible communities to connect with: Cambridge, Worcester Understand best model for survey development and delivery informed by other communities:

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

					Contract externally completely? Or combined external and internal?
Strategy 3.1.2 Increase access to healthy and affordable food options.					
Advocate for increased pay for summer drivers to attract more applicants for Traveling Meals Program	March-June 2024	Traveling Meals Coordinator		Not Started	If it is found that rates are too low, then work on proposal to Finance Committee to increase Schedule C Rates for FY 2025. Currently spring/summer drivers are the only ones paid; look into interest in changing winter/fall volunteer model
Compile summary of summer employment positions in town and their corresponding pay rates to determine if we are competitive or not.	March-June 2024	Traveling Meals Coordinator	Compare rates found against 2024 Schedule C Rates. If our rates are more than 25% lower, then we should look to increase rates for FY2025.	Not Started	May continue through Dec 2024, must be in place by January 2025 when HR publishes rates
CATH kitchen funding: Completed year-long study of utilization of space with recs on how to improve facility to support in house meals for seniors and better meals for Travelling Meals	FY23 into FY24	HHS Director and Vendor	Utilization study complete	Complete	Learnings on improving space on usage and need

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

CATH kitchen funding: Presented to Permanent Public Building Committee	August 23 - September 23	HHS Director	Presentations to committee	Complete	Presented twice
CATH kitchen funding: Submitted for capital budget - design money in FY26 and construction money in FY27	October 23	HHS Director	Capital Budget Request	Complete	Not yet chosen for funding into capital budget
CATH kitchen funding: Advocate for funding to be approved into next year's capital budget	Jan 24 - June 24	HHS Director	Finance Committee approval Town Meeting vote Capital Request is in Capital Plan (Feb 25)	In progress	Activity will continue into FY25: get community champions to advocate to get funded in next year's capital budget
CATH kitchen funding: Develop interim solution for Traveling Meals Program, including how to meet additional traveling meals clients beyond BID 75-meals/day quota	Feb 2024 – June 2024	Traveling Meals Coordinator, HHS Director, Assistant Director of Public Health	Vendor contracted to provide meals (Dec 2024 latest)	Ongoing	Develop plan for how to meet additional traveling meals clients beyond 75-meals/day quota Possibly partner with Community Council; Hearth as a back-up option Likely to continue after FY24

Strategy 3.1.3 Work towards becoming a HEARTSafe community.

Identify AEDs in town and create a map of them on app PulsePoint.	Feb 2024- June 2024	Public Health Nursing	We might not be able to, we will not know if we don't find all. Hope is community will be aware of our efforts and will let us know as they get new AED's. Also, we (through FIRE) get reports from one Stryker about the machines they service.	In Progress	AED Scavenger hunt, Needham cable interview, Needham Observer article, outreach to larger businesses / facilities to inquire. Add from reports from Stryker. Educate Needham 911 Dispatch on PulsePoint
Share the AED map with community through Healthy Needham site.	By June 2024	Epidemiology	Resource hub with AED map available	In Progress	Healthy Needham site is already available
Increase public awareness of sudden cardiac arrest and importance of bystander intervention.	Feb 2024- June 2024	Public Health Nursing	# of CPR trainings # of education events Goal is to have 15% of population to know SCA, AED use and hands only CPR. We will use census data, track links viewed, collect data through our events.	In Progress	Multiple CPR classes available for community to sign up for, trainings for town staff, hands-only CPR walk-in clinics planned for several times a year throughout the community, Harvest Fair CPR training, AHA ultrashort video distribution (the views count towards our 15%). Outreach to schools for training

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

					their staff and students with hands-only CPR and AED use.
Raise awareness of preventative measures each person can take	April 2024- June 2024	Public Health Nursing	# of education events Cholesterol screening 2x/year. BP clinic at NHA (by us) and CATH (by VNA). Longterm: BMI, BP, A1C Within normal limits	In planning / progress.	“Coffee w/ PHN” educational events, planned at CATH and NHA throughout the year. Cholesterol screening 2x/year. BP clinic at NHA (by us) and CATH (by VNA). Targeted campaigns around “topic months” (Feb, June, Oct, Dec)?
Create a formal process for recognizing bystander assistance in SCA	April 2024- June 2024	Public Health Nursing, Fire Department	When the process has been approved for use.	In planning	Create a certificate to use, create process (picture in paper / Town social media, select board notification), potential for annual lunch with survivors, bystanders, first responders?)
Use of social media, town media channels, newspaper, Needham channel to advertise training events, all HEARTSafe activities	July 1, 2023 – June 2024	Public Health Nursing, Epidemiology	Social Media Analytics	Ongoing	3-year HEARTsafe designation by December 2024 (FY25) - need to demonstrate

Resources Required for this Objective

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

- Time to make connections with partners, plan and create content. Money for materials (from signs to mannequin supplies and CPR class materials). Money for “coffee with PHN”’s to entice residents to attend. Money for Bystander certificates, AED signs (this AED was used in saving a life), annual lunch/dinner with survivors?
- If we need to increase rates, will need additional funding
- Staff time to research, write materials, present, advocate, lobby

Potential Partners for this Objective

- Needham FIRE, NHA, CATH, NPS, daycares, medical provider offices, MRC, passionate community members. Everyone!
- Town Meeting, Finance Committee
- permanent public building committee (town body)
- Town manager
- Council on Aging
- Contractor to research food ops

Objective 2: By June 2026, NPHD will empower residents to make healthy lifestyle choices by developing and promoting a central resource hub of health-related resources, assets, and services in town and by connecting residents with tools and resources at health events (e.g. fairs), with a focus on access for the most vulnerable populations.

Strategy 3.2.1 Create a central hub for health-related resources, assets, and services in town.

Year 1 Activities <i>What activities are needed to accomplish the strategy in Year 1?</i>	Date Range <i>Set start/end dates for each activity. This should be within one fiscal year.</i>	Lead Contact <i>Who is responsible for the completion of this activity?</i>	Process Indicator(s) <i>How will we know we successfully completed the activity?</i>	Progress Status <i>What is the status of this activity?</i>	Progress Notes & Next Steps <i>Describe progress and next steps beyond Year 1, if applicable.</i>
SOP for migrant families: Write SOP	Feb -April 2024	Emergency Preparedness	Draft SOP	In progress	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

SOP for migrant families: Provide SOP to Tim and Lynn for review	Feb -April 2024	Emergency Preparedness	SOP sent to Tim & Lynn	Not yet started	
SOP for migrant families: Incorporate feedback to make some changes after SOP being reviewed by relevant stakeholders	Feb -April 2024	Emergency Preparedness	SOP ready for approval	Not yet started	
SOP for migrant families: Approval by Tim	April 2024	HHS Director	SOP approved	Not yet started	
One-pager for migrant families: Develop a “welcome” one-pager prepared in different languages that can be distributed to new arrivals	July 2023-April 2024	Emergency Preparedness	Completed	Completed	
One-pager for migrant families: translation to Spanish and Creole	February 2024	Translation service	Receiving translation pages	In Progress	
One-pager for migrant families: Make it available to internal users/staff for use/dissemination to public	April 2024	Emergency Preparedness	Distribute to internal users	In Progress	
Contact Economic Development Manager for list of practitioners in town (physicians, specialists, dental, mental health, urgent care, etc)	February 2024	Epidemiology	List of businesses in town	Not started	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Identify trails, parks, playgrounds, fields in town and relevant information to be included in site (amenities, parking, etc)	January-February 2024	Epidemiology	List of parks, playgrounds, field in town	In Progress	
Geocode businesses and outdoor resources	January- March 2024	Epidemiology	Excel sheets of geocoded locations for all businesses and resources to be included in site.	In Progress	
Create map layers/map	March-May 2024	Epidemiology	Map layers & Map created	Not started	
Build site	January-May 2024	Epidemiology	ArcGIS StoryMaps site	In Progress	
Publish site (available to public)	May-June 2024	Epidemiology	Published ArcGIS StoryMaps site	Not started	Publicize launch of site; Use Google Analytics or similar site to track visits to site. Maintenance plan – possible yearly review; crosswalk with Economic Development Manager

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Strategy 3.2.2 Provide health events and opportunities to the community, with a focus on access for the most vulnerable populations.

Host “health fairs” at various community locations with access to an interpreter to educate and connect residents to physical and mental health resources		Assistant Directors of Public Health		In Progress	how many health fairs?
Host booths at annual Needham Street Fair, first Saturday in June, and also at the Needham Harvest Fair, first Sunday in October. These annual fairs, presented by the Town of Needham and the Charles River Regional Chamber, showcase Needham-based businesses, and community organizations, which are well attended by the community.	Typically held on Saturday June 3 rd / Sunday Oct. 2 nd	Multiple Public Health Division staff members	Number of pamphlets distributed, etc.	In Progress	Two annually
Provide heart health educational fair.	May 2024	Public Health Nursing	Host fair	Not completed	
Provide cholesterol machine, BP check needs, educational materials	May 2024	Public Health Nursing	Material handed out	In progress	
Coordinate with EH team about healthy food options to discuss/present at fair	March 2024	Assistant Director of Public Health	Held meeting	Not Started	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Before each event, identify translation needs to give notice to vendor for on-site translator	July 23 - June 24	Assistant Directors of Public Health	On-site translator at event	Ongoing	Vendor Contract already in place – currently working mostly on written materials but offers in-person translation/interpretation; need to provide notice in place for on-site translator
Standardize procedure for identifying translation/interpretation services	June 2024	HHS Director	SOP Created	Not Started	Standardized procedure – advertise events in advance, ensure community reach, build in opportunities to request translation services

Resources Required for this Objective

- Translation and interpretation services - contract
- ArcGIS license
- Staff time
- Vendor contract for the health fair

Potential Partners for this Objective

- Town Economic Development Manager
- Park and Recreation Department
- Needham Housing Authority
- Chamber of Commerce
- Health fair vendor

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

- Other Health & Human Services groups (shared space in the past)

Objective 3: From FY24-FY28, NPHD will increase access to disease prevention tools, including transportation to access healthcare, information about food safety practices, education about genetic and lifestyle factors that may improve physical health.

Strategy 3.3.1 Advocate for increased transportation options and promote existing transportation options in town to improve access to health care.

Year 1 Activities <i>What activities are needed to accomplish the strategy in Year 1?</i>	Date Range <i>Set start/end dates for each activity. This should be within one fiscal year.</i>	Lead Contact <i>Who is responsible for the completion of this activity?</i>	Process Indicator(s) <i>How will we know we successfully completed the activity?</i>	Progress Status <i>What is the status of this activity?</i>	Progress Notes & Next Steps <i>Describe progress and next steps beyond Year 1, if applicable.</i>
Connect with Community Council to see what we can promote to residents about their programs to help decrease barriers to healthcare access	March 31, 2024	Public Health Nursing	Held a meeting	Not Started	
Connect with CATH about transportation offerings to help decrease barriers to healthcare access	March 31, 2024	Public Health Nursing	Held a meeting	Not started	Traveling meals included flyers about a Shopping Trip Program at the Center at the Heights (CATH) Aging Services Division, in her Traveling meals bags to her clients. She said that this program

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

					offers round-trip rides on Wednesdays and Thursdays to local grocery and convenience stores.
Create handouts to provide to residents with concerns with transportation	April 30 th , 2024	Public Health Nursing	Handouts are complete and available to hand out	Not Started	
Create social media post about transportation offerings from the Community Council, CATH, etc.	April 30 th , 2024	Public Health Nursing, Epidemiology	Social media content is prepared and posted	Not started	Connect with Aging Services Division about transportation offerings
Strategy 3.3.2 Educate and inform the community about food safety practices.					
Revised 2022 policy internally & received approval from BoH on scoring and fining	July 2023	Environmental Health	BoH- approved Revised policy	Complete	
Minor revisions to policy	Nov 2023	Environmental Health	Revised policy	Complete	
Develop pamphlets for the public on food safety	Fall 2023	Environmental Health	Pamphlets developed	Complete	Will do again in FY25

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Distribute at local public venues (I.e., Farmers Markets, June Fair, etc.)	Fall 2023	Environmental Health	Venues shared	Complete	
Education for food establishments of Food Safety Excellence Program	Oct 2023	Environmental Health	Food establishment attendance at trainings	Complete	
Pilot Food Safety Excellence Program with restaurants	Nov 2023 – June 2024	Environmental Health	Participating restaurants	In Progress	
Develop standardized feedback survey for food establishments to provide thoughts on program	Feb 2024	Environmental Health	Results	Not Yet Started	
Working with town economic development manager to promote getting feedback	April - May 2024	Environmental Health	Town Economic Development Manager supporting feedback efforts	In Progress	
Gather feedback from food establishments after each inspection, through survey, through town economic development manager	Nov 2023-June 2024	Environmental Health	Feedback gathered	Not Yet Started	
Use feedback to inform score adjustment if needed and understand if this certificate program will work in Needham	June 2024	Environmental Health	BoH – group discussion on whether this will work in Needham	Not Yet Started	Also happening during pilot, figure out fair scoring

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Post-pilot program feedback from food establishments	June 2024	Environmental Health	Feedback gathered	Not Yet Started	
Inform public - Post food safety and recall info. on social media and on Public Health Division website	June 2024	Environmental Health, Public Health Nursing, Epidemiology	Tracking venues, information channels, PSA video views, reposts	Not Yet started	Additional public information dissemination: July FY25: Do PSA with Needham Cable Channel on food safety related topics. Write articles on food safety and post on Observer or Needham Patch; News to You Needham Newsletter; News e-Needham(?); Would happen after finalization/enaction of certification program Continue to educate the public by developing pamphlets and distributing them at local venues in town. Continue to educate our food establishments on common food safety violations that are observed during our inspections at our

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

					annual restaurant forum trainings. Share recorded trainings with the public, etc.
					Activities beyond FY24: Implementation of certificates and fines - Less P, Pf and Core Food Code violations. Higher routine food establishment inspection scores/issuance of Certificate of Excellence for scores >90. Decrease in food establishment related complaints.
Strategy 3.3.3 Provide education to community members about the genetic and lifestyle factors which may improve their physical health, including heart health.					
Identify relevant physical health and wellbeing materials to post on social media accounts	7/1/23-6/30/24	Public Health Nursing, Epidemiology	Posts on Instagram, Facebook, X	In progress	
Post on Instagram, Facebook, X	7/1/23-6/30/24	Public Health Nursing, Epidemiology	Posts on Instagram, Facebook, X	In progress	

NEEDHAM COMMUNITY HEALTH IMPROVEMENT PLAN 2024

Track analytics on platforms	7/1/23-6/30/24	Public Health Nursing, Epidemiology	Number of interactions (including clicks, likes, comments, etc.)	In progress	
------------------------------	----------------	---	---	-------------	--

Resources Required for this Objective

- Canva access
- Paper
-

Potential Partners for this Objective

- Community Council
- Center at the Heights staff
- Media outlets
- Restaurant/food establishments