



**Needham Public
Health Division**



Needham Public Health Division Strategic Plan

2024-2028

THE STRATEGIC PLANNING PROCESS

The Needham Public Health Division (NPHD) engaged in a comprehensive strategic planning process to support its application to the Public Health Accreditation Board (PHAB). This strategic plan establishes the division's 2024 – 2028 priorities, provides a roadmap for the work, and is a tool to aid leadership and staff decision-making.

The process was led by the Needham Strategic Planning Team and supported by the consulting team of BME Strategies and Copper Strategic. It began in June 2023 and concluded in December 2023.





MISSION

The Needham Board of Health and its Public Health Division promote and protect the public health and social well-being of all Needham's residents, especially the most vulnerable. The division seeks to prevent and control the spread of disease, address environmental issues, promote healthy lifestyles, and embrace its role in regional health initiatives



VISION

The vision of the Needham Board of Health and its Public Health Division is a community where all residents can live, work, play, and grow in an environment conducive to optimal health and well-being through all stages of life.



VALUES



Integrity



Reliability



Trust



Collaboration



Professionalism



Dedication

FIVE-YEAR STRATEGIC PRIORITIES

The division's priorities were selected based on a current understanding of community needs. They were developed to reflect Needham's Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP) and in consultation with the Board of Health. These pillars will guide goal development, implementation, and performance management moving forward.



1

Ensure equitable access to care.

Address the impacts of social determinants of health on the Needham community.

2



3

Use lessons learned during the pandemic to improve emergency preparedness and response.

Collaborate closely with other Town departments and regional partners to address intersecting community needs.

4



5

Prioritize responses to and prevention of mental health crises, substance use, and chronic conditions.

Invest in workforce development.

6



GOAL DEVELOPMENT

A detailed set of measurable and time-bound targets has been established to operationalize the strategies outlined above. Each strategy is linked to an overarching strategic priority, broken down into defined tasks, and assigned to an owner. These goals were developed to be:

Strategically cohesive, i.e.:

- Logically linked to the strategic priorities
- Developed through the lens of social determinants of health
- Consistent with our Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP)
- Specific, measurable, and time-bound
- Matched to an owner, with specific deliverables and deadlines identified

and anchored on:

- Closing gaps between residents' needs and the division's current efforts
- Connecting residents to physical and mental health care resources
- Refining standard operating procedures to respond to emerging needs
- Developing a Behavioral Health Emergency Response Plan in collaboration with other Town departments and community organizations
- Developing health promotion/health education campaigns with other Town departments and community partners
- Expanding training opportunities for NPHD staff.



FIVE YEAR GOALS



- 01** Conduct a gap analysis of Standard Operating Procedures (SOPs)/protocols to identify missing and outdated plans or protocols that do not reflect the current procedures of Needham Public Health Division



- 02** Better connect residents to physical and mental health care resources



- 03** Develop SOPs and educational materials to respond to migrant family public health needs (mental and physical health) from notice to referral



- 04** Develop a Behavioral Health Emergency Response Plan by working with other Town of Needham departments and community organizations



- 05** Develop health promotion/health education campaigns with other Town departments and community partners



- 06** Design opioid-specific programming using public engagement feedback from various ongoing outreach efforts



- 07** Expand training opportunities for NPHD staff and equip NPHD staff with mental health-specific skills

To achieve these goals, NPHD developed a set of measurable, targeted, and time-bound one-year activities and deliverables, which will be documented and tracked in its Performance Management System. On an annual basis, NPHD will review progress and set the next year's activities and deliverables, as it progresses towards meeting its goals.

IMPLEMENTATION AND PERFORMANCE MANAGEMENT

Implementation planning began with an analysis of the division's strengths and weaknesses, an assessment of external trends, events, and other factors that may impact community health or the health division, and consideration of the division's capacity needs. The division will track progress in achieving its goals using a methodical process, a tracking tool, and quarterly in-person status review meetings. The first step upon formal adoption of the plan is to build out a detailed performance management plan. This will serve as the division's primary tool for managing workflow, driving accountability, and celebrating success. The Performance Management Plan will follow the fiscal year and be synchronized with the division's CHIP (Community Health Improvement Plan) timeline and will establish:

- Individual and team priorities aligned with overall organizational priorities
- Priorities broken down by quarter
- An effective pattern of well-organized weekly, monthly, quarterly, and annual meetings to monitor progress toward achieving objectives, maintain alignment, and drive accountability
- Key activities aligned with each objective and assigned to specific teams and individuals
- Identified data sets used to measure progress toward accomplishing each activity, objective, and goal
- Resource allocation across the division
- The system/platform used to track progress, including the primary owner(s) or user(s) of the system and the process for maintaining it
- How data will be used to guide decision-making, programming decisions, and continuous quality improvement





Needham Public Health Division

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