



Norfolk County-8 Coalition Strategic Planning Meeting Summary February 10, 2026



10:00am - 12:00pm

Participants

Meg Goldstein, Canton Health Director
 Jenna Conroy, Canton Health Inspector
 Sam Menard, Dedham Health Director
 Abbie Atkins, Norwood Assistant Health Director
 Melissa Ranieri, Walpole Health Director
 Patricia Fisher, Walpole Public Health Nurse
 Jhana Wallace, Wellesley Community Health Coordinator
 Brad Clarke, BME Strategies

Jared Orsini, Westwood Health Director
 Kevin Myers, Westwood Public Health Nurse
 Sarah Lavari, NC-8 Regional Epidemiologist
 Lenny Izzo, Wellesley Health Director
 Caroline Kinsella, Milton Health Director
 Beth Haefner, Regional Staff Coordinator
 Aine Studdert-Kennedy, Shared Services Coordinator
 Meghan Russell, BME Strategies

I. Welcome and Project Progress Review

BME provided an overview of the agenda to start the meeting and asked participants to share some highs and/or lows from the weekend as an icebreaker activity. Brad Clarke then provided an overview of the key stages in the strategic planning process, identifying progress made to date.

II. Mission, Vision, and Guiding Principles

Participants reviewed the revised versions of the Mission, Vision, and Guiding Principles presented. There were no additional revisions suggested, so the following will be adopted into the strategic plan:

Mission:

Strengthening regional public health workforce, improving quality of life, community wellness, and environmental protection through the collaborative power and collective action of seven health departments.

Vision:

We envision a thriving, cooperative and connected community that maximizes its impact and supports the physical, mental and social well-being of all residents across our region through the equitable provision of resources.

Guiding Principles:

Health as a Human Right

We champion a standard of living where physical, mental, and social well-being are accessible foundations for every community member.

Commitment to Collaboration

We focus on partnering to create collective solutions that maximize access to resources for coalition municipalities and improve population health outcomes.

Equity

We prioritize the allocation of resources to populations with the greatest need to address disparities and ensure just and fair health outcomes.

Trust in Evidence-Based Expertise

Our decisions, policies, and recommendations are grounded in rigorous scientific research, reliable data, and best practices in public health.

Strength in Togetherness

We stand together, knowing that our ability to overcome obstacles and foster wellness is multiplied when our communities support one another.



Norfolk County-8 Coalition

Strategic Planning

Meeting Summary February 10, 2026



III. Stakeholder Engagement

Brad Clarke provided an overview of the completed stakeholder engagement process, outlining the outreach and completed engagements with each stakeholder type. Mr. Clarke then outlined highlights of the stakeholder input aligned to both strengths and areas for opportunity. Key highlights included:

Perceived Strengths:

- Strong support for the Coalition as an important platform for collaboration
- Positive relationships and camaraderie between health directors and department staff across the Coalition
- Being able to access experienced consultants for septic plan reviews and specialized firms like MoJin for food inspections
- Grant management and attention to reporting requirements
- Pooling resources to purchase high-value equipment and medical supplies (COVID-19 test kits, Narcan, etc.)

Perceived Areas for Improvement:

- Shared staffing workforce continuity
- Option consideration and decision-making speed
- Reframe coalition meetings to minimize time spent on reporting and maximize opportunities for collaboration, shared problem solving
- Regular profession-specific collaboration and best-practice sharing

New and/or Expansion Areas Identified:

- Strengthening social services for the 18-60 year old - specifically tackling mental health, substance use, and housing instability
- Expanding technical and inspectional support - Consider feasibility of a regional social worker, expand access to housing, food, Title 5 inspection consultants, nuisance animal and wildlife expertise
- Working more closely with partner organizations to tackle housing insecurity, homelessness
- Consider regional implementation of the maternal and child health framework developed by Wellesley, establish regional vaccine program
- Consistent public health messaging that can have local branding attached. Consider a communications calendar for important season-specific health issue communications

Brad also noted that the input received from the Board of Health member survey was limited to three respondents. He asked whether the group would like to have the survey re-distributed to allow for additional input. Participants identified that they would like to see the survey questions and can distribute this to their Board Members themselves, which may make them more likely to respond.

Action: Brad to send the survey questions to the group following the meeting.

Norfolk County-8 Coalition

Strategic Planning

Meeting Summary February 10, 2026

VII. Identifying Strategic Priorities

Participants were then asked to consider all of the input gathered to this point and brainstorm strategic priorities for consideration. Identified strategic priorities included:

- Streamlining internal processes and communication protocols
- Additional focus on EP - working with Jackson (prepared messaging to send out to communities)
- Sharing services and expertise to ensure all seven municipalities are meeting or exceeding minimum public health standards.
- Improving administrative agility and decision-making efficiency to reduce bureaucratic friction.
- Creating a better system to share resources and inventory between towns to improve situational awareness.
- Developing an action plan for responding to in-person, one-off requests or urgent resident support needs.
- Optimizing technical support and supplementing basic public health services
- Ensuring regional workforce stability, continuity, and cross-town integration.
- Renewing certifications for existing staff and providing robust onboarding for new hires.
- Expanding the reach of the social worker to ensure this resource is leveraged equitably across the coalition.
- Training and professional development focused on regional needs and emerging public health trends.
- Supplementing basic services through a shared-expertise model that fills individual town gaps.
- Regional workforce stability, continuity, integration
- Establishing consistent public health messaging via a shared seasonal calendar, newspaper articles, and social media.
- Launching an NC-8 Newsletter to highlight regional wins and provide ready-to-use messaging for all municipalities.
- Intentional branding - Highlighting the coalition's work more frequently and using the "NC-8" name in all public-facing programming, alongside local health department partners.
- Proactive education to prevent inspection violations, linking compliance with community health and emergency concerns.
- Enhancing Emergency Preparedness (EP) by working with regional partners to send out prepared, unified messaging during crises.
- Leveraging the regional epidemiologist to better capture, analyze, and present data that informs local policy.
- Identifying sustainable and reliable funding sources beyond short-term grants to stabilize the coalition's future.
- Bridging demographic and equity-based service gaps through targeted, data-informed outreach.
- Making the MCH (Maternal and Child Health) sustainable and expanding regionally, and specifically exploring programs like the "Welcome Family Program."
- Strategically leveraging opioid settlement funds for maximum regional impact rather than isolated, small-scale projects.



Norfolk County-8 Coalition Strategic Planning Meeting Summary February 10, 2026



Action: Brad to group the list and try to identify 4-5 key strategic priority themes that summarize the suggested priorities, then send these out to the participant group for comment and revision.

VIII. Next Steps

Next steps and follow-up actions were identified as:

- BME to send Board of Health member survey to steering committee for input and/or distribution
- BME to draft first version of strategic priorities language and send out for feedback by 02/18/26
- Steering committee to complete strategic priority input/feedback survey by 02/27/26

The session adjourned at 11:40 AM.