



Norfolk County-8 Coalition
Strategic Planning Session 3
Meeting Summary March 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
 Jhana Wallace, Wellesley Community Health
 Coordinator
 Brad Clarke, BME Strategies

Patricia Fisher, Walpole Public Health Nurse
 Jared Orsini, Westwood Health Director
 Sarah Lavari, NC-8 Regional Epidemiologist
 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

Brad Clarke provided an overview of the key stages in the strategic planning process, identifying progress made to date.

II. Strategic Priorities

Participants reviewed the draft versions of the strategic priorities. There were minor revisions suggested to the second and fourth strategic priority:

- Participants requested that the second strategic priority include the addition of “extending service provision”.
- Participants requested to simplify the language in strategic priority four and to reverse the order of the financial sustainability and programming and data concepts.

The revised strategic priorities read as follows:

1. Optimizing Infrastructure and Administrative Processes: Creating streamlined, shared systems and processes to maximize the coalition’s ability to respond to public health needs with greater speed and efficiency.
2. Cultivating a Resilient and Integrated Workforce: Cultivating a stable, well-trained, and flexible workforce to supplement local public health, extend service provision, and help prevent service gaps in times of health department high demand.
3. Elevating Unified Messaging and Coalition Identity: Developing high-visibility, consistent communication that builds public trust and ensures that residents recognize NC-8, and local public health departments, as a reliable source of health information and protection.
4. Programmatic and Fiscal Sustainability: Leveraging local and regional data to sustain high-impact programming and advocate for diversified funding.

III. Goal Areas

Participants reviewed the drafted goal areas under each strategic priority, providing comment and minor revisions to a handful of the drafted goals, along with the reframing of one draft goal as an objective under another existing goal (refer to objective 3.3.1 under goal 3.3 in Appendix A). Participants also discussed which goal(s) under each strategic priority logically made the most sense to implement earliest in the implementation phase. All of the revised goals are included in Appendix A, with the early priority goals highlighted yellow.



Norfolk County-8 Coalition
Strategic Planning Session 3
Meeting Summary March 10, 2026



IV. Next Steps

Next steps and follow-up actions were identified as:

- BME to complete revision of strategic priorities language (included in attached appendix)
- Steering committee to provide any additional revisions to Brad Clarke no later than 3/20
- BME to work with regional staff to draft objectives and timelines under each goal

The session adjourned at 11:45 AM.

Appendix A: NC-8 Strategic Priorities, Goals, Objectives, Timelines, and Owners

Strategic Priority	Goal	Objectives	Timeline for Completion	Owner(s)	
1. Optimizing Infrastructure and Administrative Processes: Creating streamlined, shared systems and processes to maximize the coalition's ability to respond to public health needs with greater speed and efficiency.	1.1 Reformat coalition meeting structure to maximize collaboration, dialogue, and engagement opportunities	1.1.1			
		1.1.2			
	1.2 Create a formal protocol for handling unique, complex and/or "one off" situations that require immediate regional support	1.2.1			
		1.2.2			
	1.3 Standardize regional operating procedures to ensure consistent and efficient communication and decision-making processes	1.3.1			
		1.3.2			
	1.4 Develop a shared resource and inventory system to track and deploy shared equipment and supplies between member municipalities	1.4.1			
		1.4.2			
	2. Cultivating a Resilient and Integrated Workforce: Cultivating a stable, well-trained, and flexible workforce to supplement local public health, extend service provision, and help prevent service gaps in times of health department high demand.	2.1 Create a recurring, shared training calendar for renewing staff certifications and onboarding new hires (e.g. ServSafe, CPO)	2.1.1		
			2.1.2		
2.2 Consider opportunities to develop a model for covering specialized role gaps to ensure equitable service delivery across all zip codes		2.2.1			
		2.2.2			
2.3 Implement a knowledge- transfer system (e.g. digital desk manuals) to mitigate burnout and ensure no knowledge is lost during staff transitions		2.3.1			
		2.3.2			
2.4 Conduct feasibility analysis for consideration of additional regional staff roles (e.g. regional social worker)		2.4.1			
		2.4.2			

Appendix A: NC-8 Strategic Priorities, Goals, Objectives, Timelines, and Owners

<p>3. Elevating Unified Messaging and Coalition Identity: Developing high-visibility, consistent communication that builds public trust and ensures that residents recognize NC-8, and local public health departments, as a reliable source of health information and protection.</p>	3.1 Regional communication toolkit: Launch a shared seasonal messaging calendar, regional newsletter, and educational campaign resources for regional and local dissemination of health information across social media and news outlets	3.1.1			
		3.1.2			
	3.2 Proactive compliance: Develop regional health protection outreach that focuses on preventing inspection violations and educating businesses/ vendors before enforcement is needed	3.2.1			
		3.2.2			
	3.3 Utilize local and regional data points to develop compelling narratives for the public and Town leadership, showing the tangible impact of the coalition's work.	3.3.1 Produce an annual report that uses regional data to support the value of NC-8 programs to Town leadership and state legislators			
		3.3.2			
	3.4 Establish comprehensive Maternal and Child Health (MCH) messaging to support regional program implementation.	3.4.1			
		3.4.2			
	<p>4. Programmatic and Fiscal Sustainability: Leveraging local and regional data to sustain high-impact programming and advocate for diversified funding.</p>	4.1 Develop and implement a region-wide maternal and child health (MCH) program	4.1.1		
			4.1.2		
4.2 Develop a diversified multi-year funding strategy		4.2.1			
		4.2.2			
4.3 Create a regional investment plan for opioid settlement funds that prioritizes long-term impact on recovery and prevention across all seven towns		4.3.1			
		4.3.2			