



NC-8 Public Health Coalition
FY2027 - FY2031
STRATEGIC PLAN

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EXECUTIVE SUMMARY

BACKGROUND

The Norfolk County 8 Public Health Coalition (NC-8) strategic planning process was directed by a planning team and supported by the consulting team of BME Strategies. The planning team represented knowledge and perspectives from across Canton, Dedham, Milton, Norwood, Walpole, Wellesley, and Westwood. The process began in December 2025 and concluded in May 2026.

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

1 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.

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

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

4 Trust in Evidence-Based Expertise
Our decisions, policies, and recommendations are grounded in rigorous scientific research, reliable data, and best practices in public health.

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

Strategic Priorities

The planning group has collectively set a course of action centered on the following four priorities that will guide the work of the NC-8 program:

Optimizing Infrastructure and Administrative Processes

Creating streamlined, shared systems and processes to maximize the coalition's response to public health needs with greater speed and efficiency.

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.

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.

Programmatic and Fiscal Sustainability

Leveraging local and regional data to ensure continuity in high-impact programming and advocate for diversified and sustainable funding streams.

NC-8 has developed a set of goals and objectives flowing from its strategic priorities. Goals and objectives are measurable, time-bound, and mapped to specific deliverables and owners.

Implementation and Performance Management

After the formal adoption of the plan, progress will be tracked through a strategic plan activity tracker, along with regular status meetings to inform decision-making, data entry, and continuous quality improvement. Reports back to the NC-8 Coalition on progress against strategic priorities and goals will be provided once each Term, to align with State grant reporting cycles.

NC-8 will utilize a dedicated action tracker that combines strategic plan activities alongside SSA Grant work plan activities, and identifies timeframes and leads responsible for specific activities to achieve goals and objectives.

Stakeholder Involvement

Key stakeholders, including health department staff, NC-8 regional staff, and priority-specific subject-matter-experts, were engaged at different points in the process. For more information, see Appendix A.