



**METRO  
PUBLIC HEALTH  
COLLABORATIVE**



**BME STRATEGIES**

# **Strategic Planning for Enhanced Public Health Service Delivery**

***A Case Study from the Metro Public Health Collaborative (MPHC)***

Massachusetts Health Officers Association (MHOA) Annual Conference  
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# Panelists



Deidra Clermont, MPH  
Regional Epidemiologist  
Metro Public Health Collaborative



Shin-Yi Lao, MPH, RN, REHS/RS, CHO  
Commissioner  
Newton Health & Human Services



Meghan Russell, MA  
Managing Consultant  
BME Strategies



# Moderator



Cam Hoffpaur, MPH, CHO  
Shared Services Manager  
Metro Public Health Collaborative



# Who We Are

## Metro Public Health Collaborative

- Shared Services Arrangement (SSA) between Arlington, Belmont, Brookline, and Newton
- Awarded funding in July 2022
- Staff hired in January 2023
  - Regional Public Health Specialists
  - Regional Epidemiologist
  - Shared Services Manager

## BME Strategies

- Public health consulting firm specializing in building local public health capacity in Massachusetts
- Expertise in strategic planning, program design and management, quality monitoring and improvement, and coalition building
- Partner in the Public Health Excellence (PHE) program



# Why a Strategic Plan?

- **NEW INITIATIVES REQUIRE NEW PERSPECTIVES**

- And goals, strategies, processes, etc.
- But change is hard

- Would you take a family road trip without an itinerary? A map??

- Well-planned journeys get you to your destination quicker

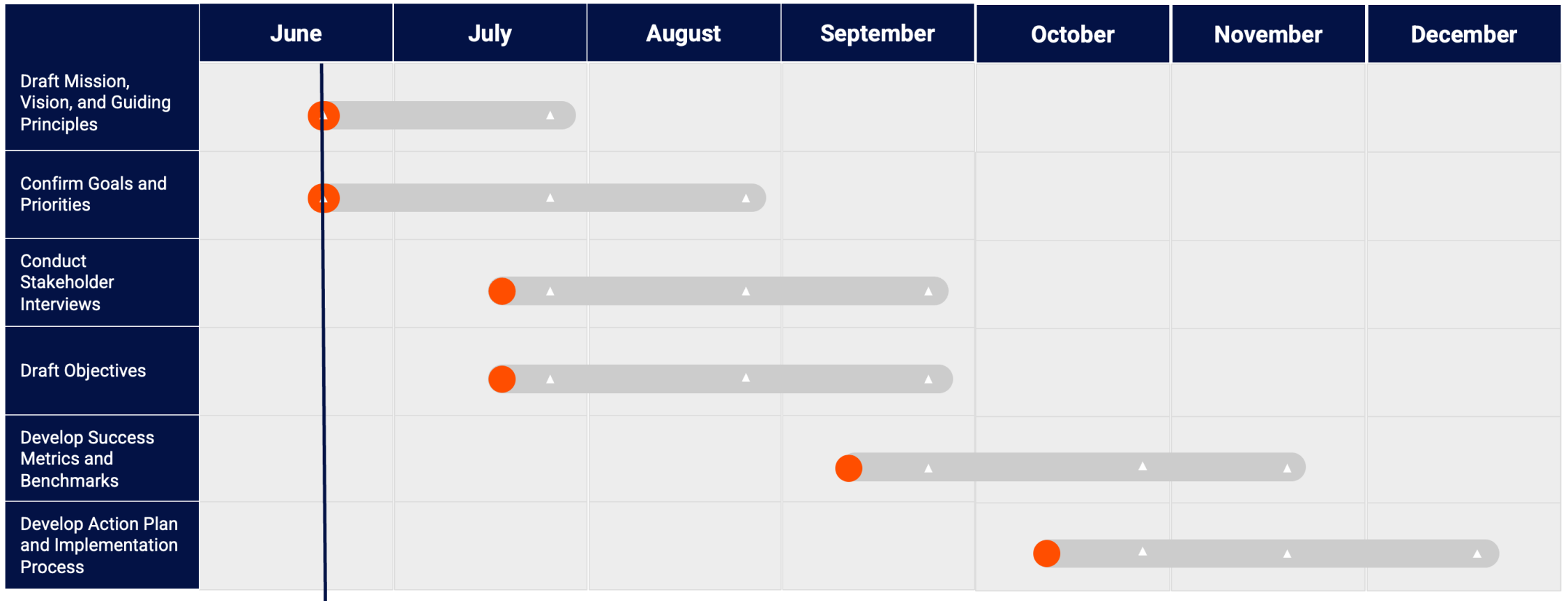
- And with less headache 😊

- A strategic plan is your organization's map towards the future

- It shows your stops along the way (goals) and tells you how to get there (objectives)



# Strategic Planning Process



▲ Meeting



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# Strategic Planning Objectives

*Project Goal: Support MPHIC Advisory Council and Shared Services Coordinator in developing a long-term plan that best fits all four municipalities' needs regarding SOPs, template documents, shared staff positions, etc.*

## Phase 1: Preparation

- Confirm shared Mission, Vision, and Guiding Principles for MPHIC
- Review backup documentation
- Establish Strategic Priorities and Five-Year Goals

- Outputs:
  - Mission, Vision, Guiding Principles
  - Strategic Priorities
  - Five-Year Goals

## Phase 2: Design

- Draft year-one Objectives and timelines
- Discuss Sustainability, SOPs, and Best Practices
- Conduct Stakeholder Interviews

- Outputs:
  - Year-One Objectives
  - Stakeholder Report

## Phase 3: Finalization

- Define Success Metrics and Benchmarks
- Develop an Implementation Plan to establish a review cadence and performance management process

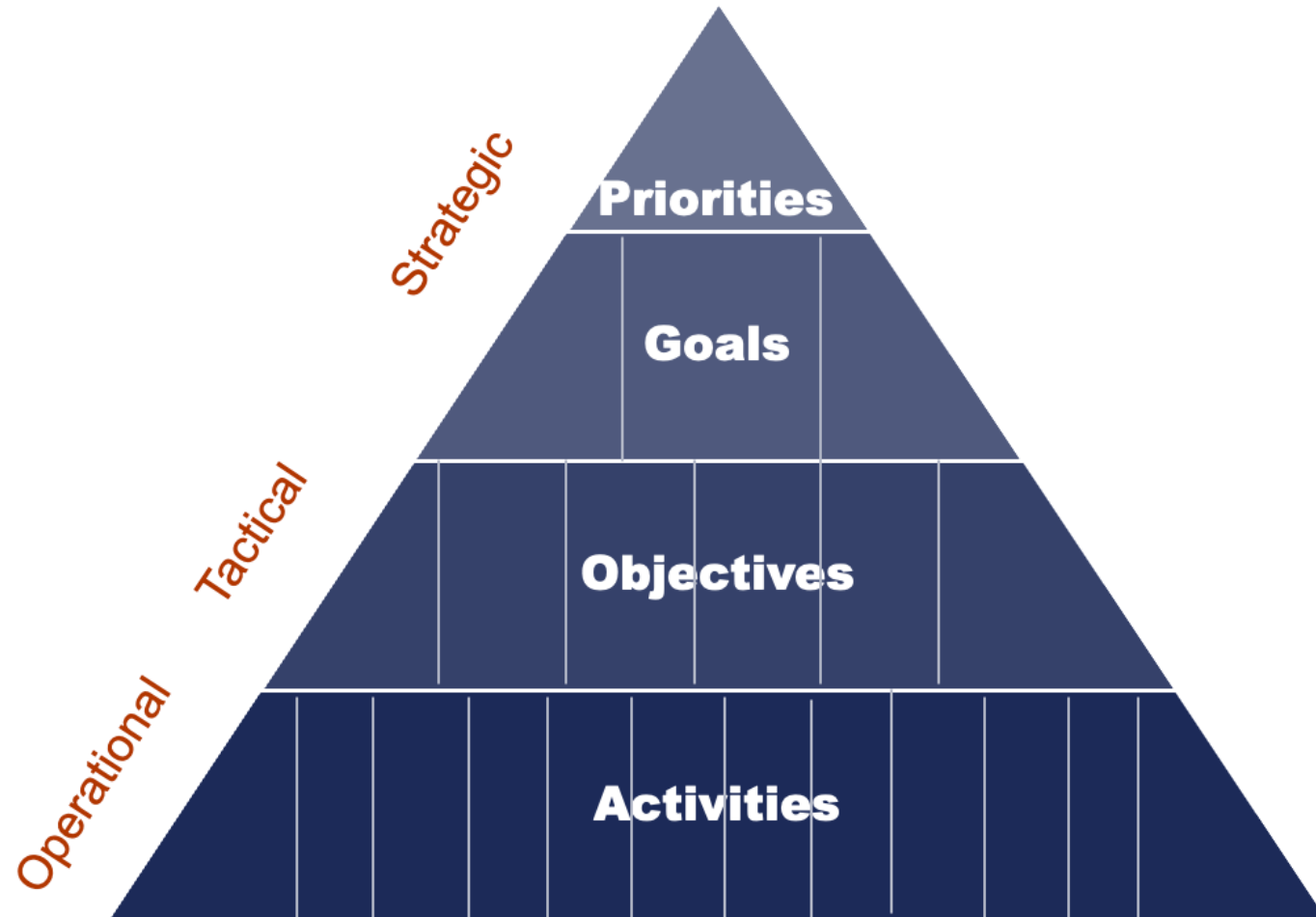
- Outputs:
  - Implementation Roadmap
  - Final Strategic Plan



**Mission statement:** Traditionally action-oriented and describes your purpose – what you do and whom you serve.

**Vision statement:** Describes the difference you intend to make in the world. They seek to inspire by centering on long-term goals and demonstrating ambition.

**Guiding Principles/Values:** Principles, beliefs and underlying assumptions that guide the organization.





## Mission

The Metro Public Health Collaborative's mission is to increase the equitable delivery of public health services in Arlington, Belmont, Brookline, and Newton, MA. By sharing resources and best practices, by finding shared solutions to shared problems, and by improving local public health infrastructure, we strive to expand access to services and meet the public health needs of our communities efficiently, effectively, and equitably.

## Vision

The Metro Public Health Collaborative's vision is a regional public health coalition that meets the needs of its member communities. By forging partnerships between our municipalities, we promote and protect public health to create a safe, healthy, inclusive, and connected region.



# Guiding Principles

- We act collaboratively.
- We respect the different needs of different communities.
- We support one another individually and organizationally.
- We value transparency and engage with the public to improve our work.
- We base our work on evidence and data.
- We seek to be a model for public health excellence.
- We acknowledge social and structural determinants of health.
- We promote cultural humility and responsiveness.
- We pursue equitable health outcomes.
- We endeavor to promote a feeling of belonging in our communities.
- We strive to anticipate community needs and respond quickly to emerging issues.
- We approach problems as critical thinkers and problem solvers.
- We educate the public with an emphasis on prevention.
- We intend for the MPHCC to be a sustained, long-term collaboration.



# Strategic Priorities



01

## EQUITY

The equitable delivery of public health services across member municipalities.



02

## ACCESS

Expanded access to services for residents.



03

## PREVENTION

An emphasis on disease and injury prevention, resulting in improved health outcomes.



04

## EFFICIENCY

Increased efficiency of public health services through the sharing of resources.



05

## CAPACITY

The ability to best serve the public through investments in workforce development.



06

## SUSTAINABILITY

A regional health structure that can be sustained into the future.



# Five-Year Goals



## GOVERNANCE AND STRUCTURE

1. Define internal governance and legal structure
2. Solidify operational structure to build an optimally effective team across the region
3. Better align policies and regulations of each municipality to support our collaboration



## COMMUNICATION

1. Communicate efficiently and effectively internally (across member municipalities)
2. Enhance our ability to communicate with the public, especially around data; build our collective voice



## MEETING COMMUNITY NEEDS

1. Identify the community needs of each municipality
2. Identify ways to leverage the Collaborative to meet identified needs
3. Develop and execute programming to fill gaps in services and address disparities across and within the municipalities



## SUSTAINABILITY

1. Identify internal departmental needs across the Collaborative based on the desired operational structure, as outlined above
2. Support relevant local Health Department staff to attain necessary workforce credentials as defined by the "Blueprint for Public Health Excellence"
3. Identify ongoing costs and resource needs to sustain the Collaborative
4. Secure buy-in from community leaders on the MPHCC's vision



## COLLABORATION AND INNOVATION

1. Ensure novel programs are initiated and expanded throughout the Collaborative



# Questions for our Panelists



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# General Q&A

Any questions for our panelists?





