



**Public Health**  
Prevent. Promote. Protect.

**Westford Health  
Department**

TOWN OF WESTFORD

# WESTFORD HEALTH DEPARTMENT

STRATEGIC PLAN

2025 - 2029



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# EXECUTIVE SUMMARY

## CONTEXT

The Westford Health Department (WHD) engaged in a comprehensive strategic planning process to establish the department's 2025 – 2029 priorities. It provides a roadmap for departmental priorities, addresses community needs, and is a tool to aid leadership and staff decision-making. Additionally, the plan will support its application to the Public Health Accreditation Board (PHAB). The process was led by the Westford Strategic Planning Team and supported by the consulting team of BME Strategies. It began in August 2024 and concluded in April 2025.

This plan was developed to reflect Westford's Community Health Assessment (CHA), Community Health Improvement Plan (CHIP), the Health Department Workforce Development Plan, and the Town of Westford's Strategic Plan.

## MISSION & VISION

The mission of the Westford Health Department and its Board of Health is to prevent adverse health conditions, promote individual well-being, and protect the physical, mental, and environmental health of the Westford community through public health education and services.

The department seeks to build a healthy, safe, and inclusive community with reliable and equitable access to health resources where all residents can achieve the highest level of wellness.

## STRATEGIC PRIORITIES

The following four priorities will guide the work of the department:



### **Departmental Capacity**

Develop the capacity of the Westford Health Department through sustainable funding models, adding and retaining staff, effective communication with the public, and refining internal processes.



### **Environmental Health**

Maintain up-to-date policies and regulations to address industry best practices and climate change. Educate the community and staff on changes made to policies and regulations.



### **Community Health**

Provide community health programming and education to address CHIP priorities.



### **Equity**

Incorporate an equity focus into departmental policies, environmental regulations and plans, and community programming.

## GOALS, OBJECTIVES, AND DELIVERABLES

A detailed set of measurable goals and objectives with time-bound targets and owners has been established to operationalize the priorities outlined above

## IMPLEMENTATION AND PERFORMANCE MANAGEMENT

Implementation planning began with an analysis of the department's strengths and weaknesses, an assessment of external trends and factors impacting community health, and a review of the department's capacity needs.

After the formal adoption of the plan, progress will be tracked through integration with the VMSG project management system and monthly in-person status meetings to inform decision-making, data entry, and continuous quality improvement. VMSG is a system for operational planning and execution that leverages real-time data to monitor and track health programs and services, improving the reporting of outcomes to all stakeholders. Westford will use this system to track progress against achieving the Strategic Plan and CHIP activities and benchmarks. The department will also develop a detailed Performance Management Plan, aligned with the fiscal year and synchronized with the department's CHIP (Community Health Improvement Plan) timeline.

# SECTION 1: PLANNING

## A. PARTICIPANTS

Westford's strategic planning process was directed by the Westford Strategic Planning Team (see below) and supported by the consulting team of BME Strategies. The planning team represented knowledge and perspectives from across the Health Department, including leadership and frontline staff members.

The group met monthly and conducted work in between meetings. The process began in August 2024 and concluded in April 2025.

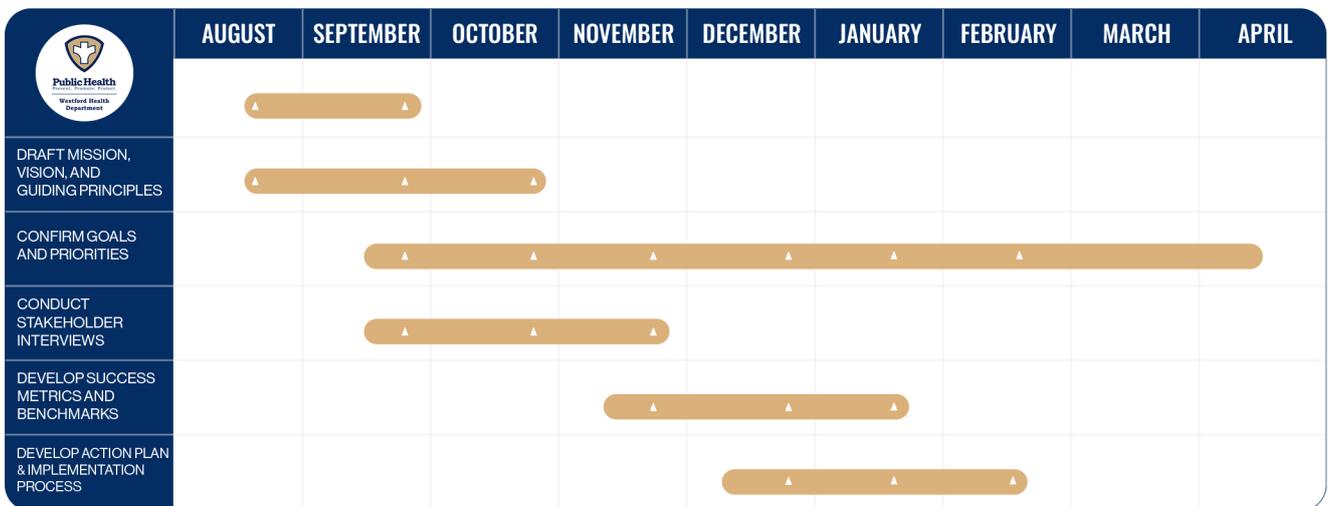
Health Director Rae Dick was in frequent communication with the Westford Board of Health about the process. The strategic plan was discussed at the Board of Health meetings on September 9, October 7, November 4, and December 9 of 2024 and January 13, and February 10 of 2025. In each case, board feedback was solicited and incorporated into the development of the plan.

### STRATEGIC PLANNING TEAM

- Rae Dick, *Health Director*
- Abby Graham, *Assistant Director*
- Gail Johnson, *Public Health Nurse*
- Brittany Nash, *Community Health and Wellness Coordinator*
- Samuel Fontaine, *Health Agent*

## B. SEQUENCE OF THE PROCESS

The team began by crafting an outline that was informed by PHAB standards. From there, they built out iterative drafts in the following sequence:



## C. BOARD APPROVAL

On April 14, 2025, the plan was introduced to the Westford Board of Health and was approved.

# SECTION 2: COMPLETION & ADOPTION

## A. MISSION, VISION, AND GUIDING PRINCIPLES

### MISSION

The mission of the Westford Health Department and its Board of Health is to prevent adverse health conditions, promote individual well-being, and protect the physical, mental, and environmental health of the Westford community through public health education and services.

### VISION

We envision a healthy, safe, inclusive community with reliable and equitable access to health resources where all residents can achieve the highest level of wellness.

### GUIDING PRINCIPLES

- 1 We are guided by our shared passion to serve the public.
- 2 As a department, we strive to provide the highest level of public health services.
- 3 As public health professionals, we are responsible for community health promotion. To us, this means:
  - a Assessing community needs
  - b Adopting and enforcing health regulations
  - c Offering healthcare services and preventative health programs
  - d Being prepared, responsive, and adaptive to emergent issues and crises
  - e Providing proactive education and outreach on environmental, clinical, and community health topics
- 4 The success of our work is built on trust, with the community and with each other
  - a We respect the diverse backgrounds of those we interact with
  - b We lead by example
  - c We strive to promote and maintain a strong work ethic
  - d We provide all of our public health services consistently and equitably
  - e We foster a culture of continuous improvement and education

## B. STRATEGIC PRIORITIES

The department's priorities were selected based on a current understanding of community and departmental needs. They were developed to reflect Westford's Community Health Assessment (CHA), Community Health Improvement Plan (CHIP), the Health Department Workforce Development Plan, and the Town of Westford's Strategic Plan.

The consulting team from BME Strategies, in collaboration with the Westford Strategic Planning Team, used the documents above, the Westford Health Department's FY25 objectives, additional research, and insights from brainstorming sessions to propose priorities, goals, and objectives. The Strategic Planning Team then evaluated these proposals against community needs, staff capacity, and available funding, ultimately agreeing on the priorities and goals. They also prioritized the supporting objectives for a five-year implementation timeline.



**Departmental Capacity**

Develop the capacity of the Westford Health Department through sustainable funding models, adding and retaining staff, effective communication with the public, and refining internal processes.

**Environmental Health**

Maintain up-to-date policies and regulations to address industry best practices and climate change. Educate the community and staff on changes made to policies and regulations.

**Community Health**

Provide community health programming and education to address CHIP priorities.

**Equity**

Incorporate an equity focus into departmental policies, environmental regulations and plans, and community programming.

**C. GOALS AND OBJECTIVES**

<b>FIVE-YEAR GOALS</b>	<b>OBJECTIVES</b>	<b>TIMELINES</b>	<b>OWNER</b>
Increase the reliability of funding sources by obtaining long-term grants and enhancing the public's awareness of the Health Department's roles and responsibilities.	Identify and secure grant funding to offer additional vaccines and free community training events.	Ongoing	Health Director
	Identify and secure grant funding to enhance the Health Department's communication and technology capacity.	Start and Complete in FY28	
	Advocate for grant funding to increase the Health Department's physical space.	Ongoing	
	Advocate for and secure the return of the dental program funding to the municipal budget.	Start and Complete in FY25	
	Enhance the capacity of nursing and environmental health staff to apply for grants through training and mentoring.	Start and Complete in FY26	Nursing and Environmental Health Staff
	Expand public outreach to raise awareness of Health Department programming and services through enhanced newsletter circulation and building out a social media presence (newsletter, etc.).		Start in FY25 - Complete in FY27

Enhance Health Department capacity and efficiency by adding staff and implementing employee retention initiatives.	Hire additional staff to address mental health and substance use disorder needs in the community.	Start and Complete in FY25	Health Director
	Implement staff retention and training initiatives identified in the Workforce Development Plan.	Start in FY25 - Complete in FY29	
	Identify and implement employee wellness services to incentivize staff retention.	Ongoing	
	Advocate for changes to townwide policies related to hybrid working arrangements, mental health support, and support for new parents.	Ongoing	
	Evaluate and determine a regular cadence for conducting an employee satisfaction survey.	Start and Complete in FY27	
Develop and implement standardized procedures for tracking department metrics, staff training and certifications, and program effectiveness.	Establish a standard process for tracking program effectiveness as identified by the Quality Improvement Plan and Performance Management System.	Start and Complete in FY25	Health Director, Public Health Nurse, Assistant Director
	Establish a tracking and record-keeping system for staff training and certifications.	Start and Complete in FY28	Health Director
	Establish and implement a process to collect feedback at community events about the effectiveness of the Health Department's communication methods.	Start and Complete in FY27	Community Health and Wellness Coordinator
	Define and implement a standard communication process to advertise Health Department programming with the community.	Start and Complete in FY26	Community Health and Wellness Coordinator
	Implement standard protocols to electronically track departmental programming metrics.	Start and Complete in FY27	Public Health Nurse



Create and maintain up-to-date environmental health regulations and procedures.	Implement the FDA 2022 Food Code to comply with grant requirements and increase the ease and efficiency of conducting inspections.	Start and Complete in FY25	Assistant Director, Food Inspector
	Educate food establishments on changes based on the new Food Code.	Start and Complete in FY25	
	Update environmental health regulations based on legal requirements, new technology, and updated industry best practices.	Ongoing	Assistant Director, Health Agent
	Investigate the PFAS risk in the community, conduct community education, and update regulations as identified in the CHIP.	Start in FY25 - Complete in FY29	
Update policies and educate the public on mitigation strategies to address the adverse effects of climate change.	Collaborate with the town DEI Coordinator to review and update the Emergency Management plan to incorporate equity considerations.	Start and Complete in FY27	Health Director
	Educate staff and the community on changes to the Emergency Management Plan.	Educate staff in FY25 Educate the community in FY26	Health Director Staff
	Conduct emergency preparedness education outreach as identified by the CHIP.	Start in FY25 - Complete in FY29	
Expand community access to preventative health programming and resources.	Provide education related to mental health, substance use, and chronic disease prevention programming and resources as identified in the CHIP.	Start in FY25 - Complete in FY29	Health Director, Community Health and Wellness Coordinator, Public Health Nurse
	Collaborate with the town DEI Coordinator to identify public health-related DEI concerns in the community and implement programming to address these issues.	Begin engagement in FY25 Start programming in FY26	Health Director, Community Health and Wellness Coordinator
	Create and disseminate resources to local businesses to prevent and respond to substance use challenges and/or disorders.	Start in FY25 - Complete in FY27	Assistant Director, Health Agent

**a INFORMATION MANAGEMENT**

The WHD has an evolving approach to information management, with several practices and tools in place to track and organize various data related to its operations. The department maintains a shared internal drive where documents such as letters are stored, providing centralized access for staff. However, the organizational structure for internal record-keeping is inconsistent, and many records are still kept in paper format. Some of these files are digitized and stored in electronic folders as residents request specific documents. Excel spreadsheets are commonly used across different workstreams to track internal data, including metrics related to inspections, complaints, and other essential records.

Townwide, information is stored in different places and formats, contributing to some fragmentation in record-keeping and data access. Within the WHD, permits and inspections are conducted digitally, streamlining these processes. The nursing division is in the midst of transitioning from paper-based notes to Excel for recording clinic data, although historical records remain on paper. For communicable disease tracking and vaccine clinic management, the WHD utilizes specialized software tools, including MAVEN, MIIS, and Color. While each workstream, such as nursing or environmental health, has a clear system for finding its own records, there is less cross-departmental visibility. This lack of visibility is partly due to privacy concerns, as certain records need to be kept separate to protect sensitive information. Overall, the department's information management system is functional but would benefit from greater consistency and integration to improve efficiency and cross-team collaboration.

**b WORKFORCE DEVELOPMENT**

The Westford Health Department is actively working to enhance its workforce development capacity by introducing more structured processes for tracking staff training and professional growth. Management aims to create an electronic record of all training staff have attended, along with their current certifications, to ensure that personnel development is documented and easily accessible. In addition, the department is looking to establish a regular cadence for conducting workforce satisfaction surveys, with plans to determine the optimal frequency, potentially every two years. To further support employee development, WHD is also focused on setting more formalized goals and implementing structured professional development processes, which will help guide staff growth and align individual objectives with the department's overall mission. These initiatives reflect the department's commitment to improving workforce engagement, tracking professional progress, and fostering a culture of continuous development.

**c COMMUNICATION AND BRANDING**

The WHD has established a branding and communication plan, including a logo, template documents, and guidelines for how to utilize these items when communicating with the public.

The WHD has a solid foundation for communication and internal coordination, with regular team meetings held every month to keep staff aligned. Management is also considering adding weekly one-on-one meetings with each staff member to further enhance communication and provide more individualized support. Overall, the team feels that the key individuals who need to communicate with each other are able to do so adequately, ensuring that information flows efficiently within the department. The nursing team contributes to this by sending out regular updates on programming, which helps to keep all staff informed of ongoing activities. Additionally, the environmental health team utilizes a shared calendar to post updates on their activities, and there may be an opportunity to leverage this tool further to improve cross-team communication and coordination. These efforts reflect the department's commitment to fostering an open, transparent communication culture and ensuring that all staff have the information they need to perform effectively. While internal communication structures appear to be working well, input from key stakeholders identified that there is still work to do regarding external communication to ensure that the public is aware of the variety of services available through the department.

#### **d FINANCIAL STABILITY**

The WHD has a strong financial capacity, managing over \$1.1 million in grant funding to support its programs and initiatives. This includes a \$19,000 annual grant from the FDA, which helps cover staff attendance at training and conferences, with the stipulation that the department meets specific standards such as adherence to the updated Food Code. Additionally, WHD serves as the fiscal agent for the Public Health Excellence grant, which totals around \$600,000 annually and is distributed across several municipalities. The department also receives smaller grants from the Greater Lowell Health Alliance and participates in the MassCALL3 grant, which funds youth mental health surveys and substance abuse prevention initiatives.

WHD is currently applying for new grants in collaboration with Emerson Hospital and has recently received a Mental Health First Aid grant. To enhance its financial capacity further, the department has outlined a goal in its Workforce Development Plan to build the capacity of nursing and environmental health staff to apply for grants, thereby involving a broader range of team members in the process. However, despite its strong financial footing, the department faces challenges, such as a recent cut in municipal funding for the dental program, which now requires securing funding from local nonprofits. While the WHD is well-resourced to maintain its current programming and service delivery, additional funding will be needed to expand services and hire more staff to meet growing community needs.

## **E. EXTERNAL FACTORS**

External trends, events, and other factors that may impact the health division in Westford include several environmental, economic, and social challenges. Climate change is one of the most pressing issues, particularly its effect on the local community. The Westford area has seen an increase in extreme weather events, such as droughts, flooding, extreme heat, and algal blooms in the community's bodies of water. These changes pose significant public health risks, including water contamination and heat-related illnesses, which the Health Department must monitor and address.

Additionally, the opioid abatement settlement has provided valuable funding to the Westford Health Department, allowing it to expand services to the community. However, this funding is managed by the town and not entirely under the Health Department's control, meaning the department has limited influence over how the funds are allocated and spent. This constraint can affect how effectively the department can direct resources to address local health needs.

The COVID-19 pandemic has also left a lasting impact on public trust in government institutions, including local health departments. In Westford, this decrease in trust has been particularly evident in vaccine-related discussions, where some community members have expressed skepticism about the necessity of certain vaccines. This has led to increased scrutiny and challenges in promoting public health initiatives, particularly around vaccination efforts.

At the statewide level, several public health initiatives are currently underway that could impact Westford's health programs. The town has benefited from the Public Health Excellence (PHE) grant for the last four years and is in the first year of a three-year contract under this program. However, uncertainty looms over the future of this funding. Governor Healey recently signed into law the State Action for Public Health Excellence (SAPHE) 2.0 legislation, which codifies many of the initiatives that the PHE grant is intended to address. It is still uncertain how the state will implement the legislation and the impact it will have on the PHE grant program. If the funding ends, Westford, along with its partner municipalities, will need to identify alternative funding sources to maintain positions funded by the grant.

Another statewide effort is the ongoing implementation of the national Foundational Public Health Standards in Massachusetts. This initiative will require local health departments like Westford's to adjust their programs and services to meet new state-level expectations. While this can improve public health outcomes, it may also demand additional resources and restructuring to ensure compliance.

Changes in the private sector, particularly with staff turnover, have also affected the WHD. There has been a noticeable loss of institutional knowledge in industries like restaurants and septic services, where many experienced workers have retired, and younger staff are filling the gaps. This shift has necessitated additional educational resources and training from the Health Department to ensure that these new workers understand and adhere to public health standards.

Beyond these external factors, there are also constraints within the town that fall outside the Health Department's direct control. For instance, as previously noted, the department does not have authority over how opioid abatement settlement funds are spent, limiting its ability to allocate these resources in the most effective way. Furthermore, the Health Department has proposed various employee wellness initiatives, such as establishing a Mental Health Day, providing a certain level of postpartum services, and offering more hybrid work options. However, these initiatives are townwide decisions and require approval and coordination across multiple departments, which can slow their implementation.

## F. DEPARTMENTAL STRENGTHS AND CHALLENGES

The Westford Health Department possesses several key strengths that contribute to its effectiveness in serving the community. With sufficient staff capacity, the department is well-equipped to meet the diverse needs of the population, ensuring that services are both accessible and responsive. The team is known for providing excellent customer service, promptly addressing community requests, and maintaining positive relationships both within the department and with other municipal entities. Staff members are experienced and seasoned, bringing a wealth of knowledge and expertise to their roles, which enhances their ability to navigate challenges and deliver high-quality services. Furthermore, the department ensures that its staff has access to the tools and resources necessary to perform their duties efficiently, which contributes to their accountability, reliability, and adaptability. The department's health clinics and other community programs are well-established, well-attended, and integral to the community's health and well-being, reinforcing the department's strong reputation and impact.

The WHD faces several challenges that present opportunities for growth and improvement. One key challenge is the lack of a consistent method for evaluating the effectiveness of programs and policies, which limits the department's ability to assess and refine its services. Additionally, there is a limited capacity to communicate effectively with the community to promote Health Department services and activities, reducing the department's visibility and public engagement. Financial sustainability is another challenge, as maintaining and growing the department's budget – whether through municipal funding or grants – requires continuous effort and strategy. The department also faces internal challenges, such as a lack of team-building activities and staff social events, which could help strengthen morale and cohesion among staff members. Furthermore, the ability to share data and information within the department is hindered by an inconsistent internal communication structure, and the continued reliance on a paper-based system for documenting nursing activities adds inefficiencies and limits the potential for streamlined operations. Stakeholders also expressed the potential for silos to develop given the amount of work to be done and existing resource constraints, and that conscious efforts will be needed to rebuild the level of collaboration that was experienced during the COVID-19 pandemic. These areas of opportunity provide a clear roadmap for strengthening both the internal operations of the WHD and its community impact.

## G. LINKAGES

This strategic plan was designed to complement and build upon other guiding documents, plans, initiatives, and coalitions already in place to improve the health of Westford residents. Rather than conflicting with or duplicating the recommendations and actions of existing frameworks and coalitions, the participants of the strategic planning process identified potential partners and resources wherever possible. This was done explicitly with the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP), the Westford Senior Center Strategic Plan, the Town of Westford Strategic Plan, and other initiatives.

# SECTION 3: IMPLEMENTATION & PERFORMANCE MANAGEMENT

The department will track progress in achieving its goals using a methodical process, a tracking tool, and monthly in-person status review meetings.

The forthcoming Performance Management Plan will follow the fiscal year, will align CHIP and Strategic Plan timelines, and will establish:

- Individual and team priorities aligned with overall organizational priorities
- An effective pattern of well-organized weekly, monthly, quarterly, and annual meetings to monitor progress toward achieving objectives, maintaining alignment, and driving accountability
- What data sets will be reviewed and at what intervals
- Key activities by owner
- Deliverables and timelines
- Resource allocation
- Details on how the VMSG project management system will be used to track progress, including:
  - Identifying the primary owner(s) or user(s) of the system
  - How data is entered into the system
  - How data will be used to guide decision-making, programming decisions, and continuous quality improvement



# APPENDIX A:

# STAKEHOLDER FOCUS GROUPS

Following the completion of the Strategic Planning process, the WHD conducted focus groups and key informant interviews with the following individuals to obtain feedback on the plan and inform the implementation process.

## **Board of Health - March 12, 2025**

- Stephanie Granger, Chair

## **Health and Human Services Departments - March 19, 2025**

- Nicole Laviolette, Community Wellness Department
- Alison Christopher, Council on Aging
- Jennifer Claro, Council on Aging (*invited, did not attend*)
- Patty Mason, Council on Aging (*invited, did not attend*)

## **Peer Departments - March 19, 2025**

- Mark Chambers, Police Department
- Michelle Collett, Recreation Department (*invited, did not attend*)
- Michael Denihe, Fire Department (*invited, did not attend*)
- Joe Giniwicz, Planning (*invited, did not attend*)

## **Partners**

- Tracie McPadden, Lowell General Hospital - **April 3, 2025**
- Kelsey Magnuson, Emerson Hospital - **March 10, 2025**
- Kerrie D'Entremont, Greater Lowell Health Alliance (*invited, but did not attend*)

## **Town Management - March 25, 2025**

- Kristen Las, Town Manager

## **Town of Westford Committees**

- Michael Berlinski, Chair, Clean Energy and Sustainability Committee (*invited, but did not attend*)
- Patricia Reppucci, Diversity, Equity, and Inclusion Committee (*invited, but did not attend*)
- Mamatha Jagannathan, Co-Chair, Diversity, Equity, and Inclusion Committee (*invited, but did not attend*)
- Eric Barber-Mingo, Co-Chair, Diversity, Equity, and Inclusion Committee (*invited, but did not attend*)

## KEY THEMES

### **EXCITED TO:**

- Strengthen collaborations between the Health Department and other town agencies, schools, and regional healthcare providers.
- Improve public health outreach and communication to ensure residents understand available services, including multilingual resources to support Westford's growing diversity.
- Expand focus on mental health and substance abuse prevention, particularly in schools and underserved populations.
- Enhance emergency preparedness efforts by increasing town-wide communication, coordination, and training opportunities.
- Develop proactive approaches to community health needs, such as expanded home visits, postpartum care, and aging-in-place initiatives.
- Leverage existing strengths in food safety, septic management, and vaccination programs to further improve community health outcomes.
- Build partnerships with trusted community allies to reach vulnerable populations and improve engagement with diverse groups.

**ENCOURAGE YOU TO:**

- Increase visibility of the department's services through enhanced communication strategies, including social media, newsletters, multilingual materials, and community partnerships.
- Assess staffing and capacity before expanding services to ensure sustainability without overburdening staff.
- Advocate for increased town investment in public health infrastructure to prevent burnout and ensure adequate staffing and resources for health department staff and school nurses in addressing emerging health concerns.
- Strengthen internal collaboration within the department to clarify roles and streamline operations.
- Consider new service delivery models that utilize digital outreach, group education, and strategic partnerships.
- Improve integration with healthcare and social services to ensure seamless referrals and support for vulnerable residents, including those experiencing homelessness or housing instability.
- Plan for future community growth in light of upcoming MBTA housing developments and increasing public health service demands.
- Expand language support services to ensure all residents, regardless of linguistic background, can access health resources and programs.
- Develop fall and injury prevention programs to reduce EMS calls and improve long-term health outcomes for older adults.
- Expand public health education efforts through partnerships with schools to inspire future healthcare workers and promote STEM careers.

**SEE SUCESS AS:**

- A Health Department that is proactively addressing community health challenges rather than reacting to crises.
- Improved public trust and engagement, with residents feeling more informed about and connected to health services.
- A sustainable funding and staffing model that supports growth and efficient service delivery while maintaining continuous, high-quality service delivery.
- Increased collaboration with key stakeholders, including schools, emergency services, healthcare providers, and community organizations that serve marginalized populations.
- A clear, well-structured strategic plan that aligns with town priorities and positions the Health Department as a leader in community health.
- Increased visibility and outreach of services, particularly through social media and other digital platforms, ensuring that the community knows where to turn for support.



# APPENDIX B: SWOT ANALYSIS SUMMARY

Strengths, Weaknesses, Opportunities, and Threats (SWOT) were sourced through discussions with staff and stakeholders throughout the strategic planning process.

## STRENGTHS



- Adequate staff capacity for core services
- Excellent customer service
- Responsive to the needs of the community
- Competent and experienced staff
- Good collaboration and working relationships between staff
- Friendly, accountable, and reliable staff
- Positive working relationships with other Municipal departments
- Good access to tools and resources to support effective service delivery
- Well-established, well-attended health clinics
- Adaptable to changing community needs

## WEAKNESSES



- Inconsistent methods for evaluating program effectiveness
- Limited capacity for public outreach and community engagement
- Limited team-building and social activities among staff
- Inconsistent internal communication structure limits data and information sharing
- Some paper-based documentation systems result in inefficiencies

## OPPORTUNITIES



- Identify more, and more varied, grant funding opportunities
- Better leverage community outreach materials
- Developing health literacy within the community
- Departmental evaluations of programs and processes
- Identify opportunities to integrate data and information platforms

## THREATS



- Financial sustainability
- Extreme weather events and resulting water contamination
- Opioid abatement settlement funds not directly within the control of the Health Department
- Waning public trust in local health departments, resulting in increased skepticism and vaccine hesitancy
- Uncertainty over adequate funding to comply with new Massachusetts Foundational Public Health Standards