

NORTHBOROUGH HEALTH AND HUMAN SERVICES STRATEGIC ASSESSMENT

Prepared by CMRPC March 2024



Methodology

SURVEY - 184 RESPONSES

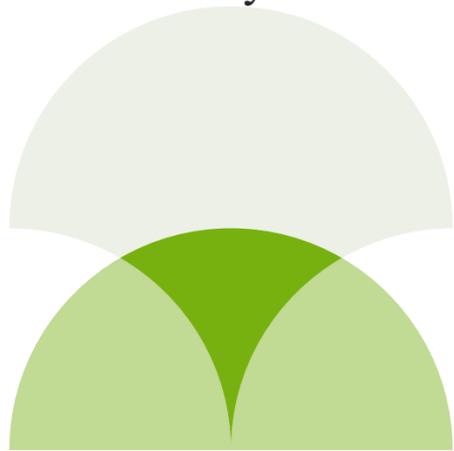
- Promoted on:
 - Various town Facebook pages
 - Town website
 - Social clubs
 - Cable Access
 - superintendent's weekly newsletter
- Flyers with a link to the survey and copies available:
 - Town Hall
 - Senior Center
 - Library

STAKEHOLDER INTERVIEWS

- 22 internal interviews with Department Heads and local organizations
- 8 meetings with model communities and statewide associations

DATA COLLECTION

- Annual Reports, Budgets
- MA Blueprint for Local Public Health
- INTERFACE Reports
- Metro West Community Health Assessment



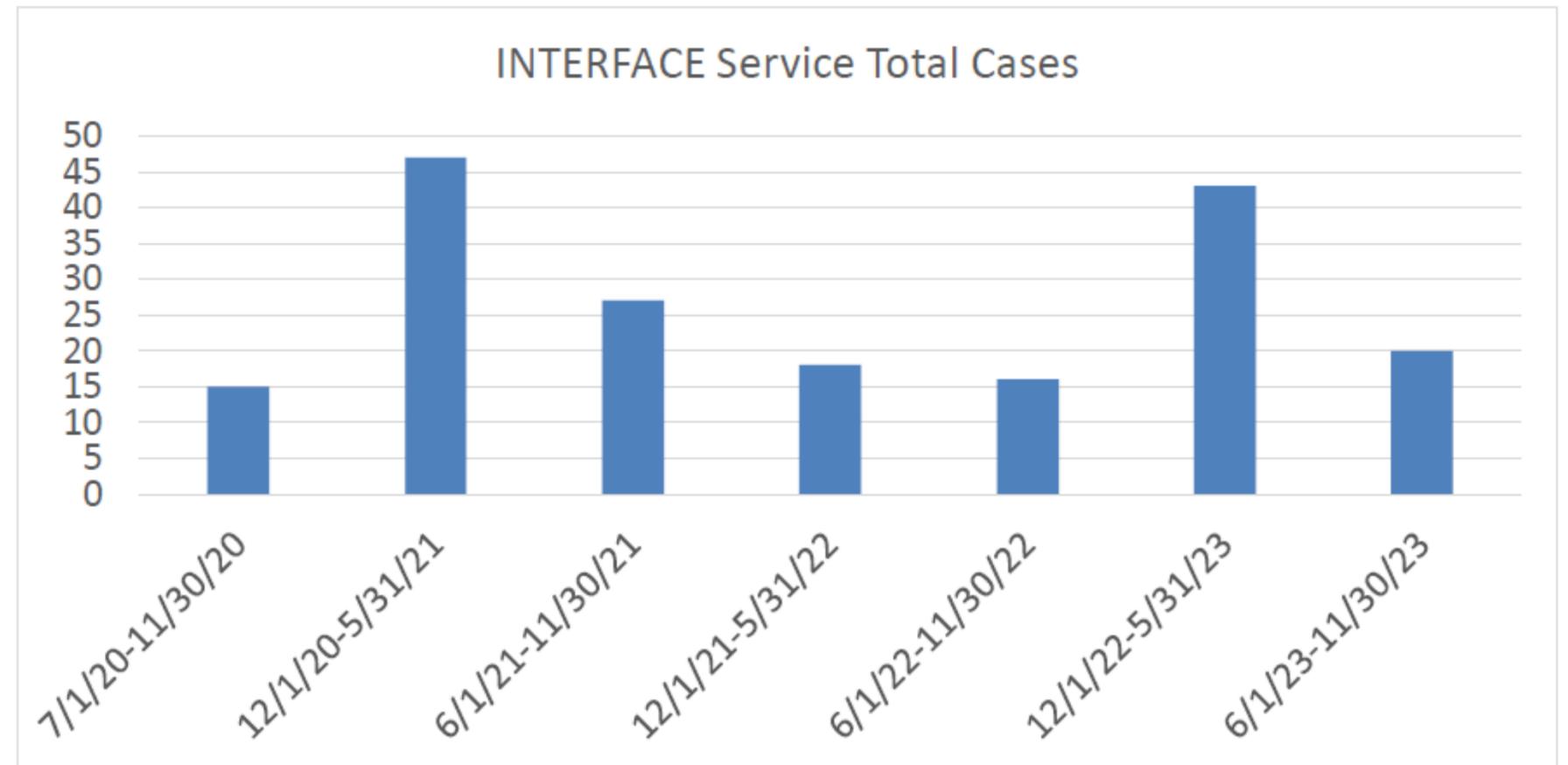
Current Operations: Family and Youth Services

Services:

- INTERFACE referral service
- Case Management (When Staffed)
- Mental Health Services (When Staffed)

Staff:

- FYS Director (Vacant)
- FYS Counsellor (Vacant)
- Administrative Assistant



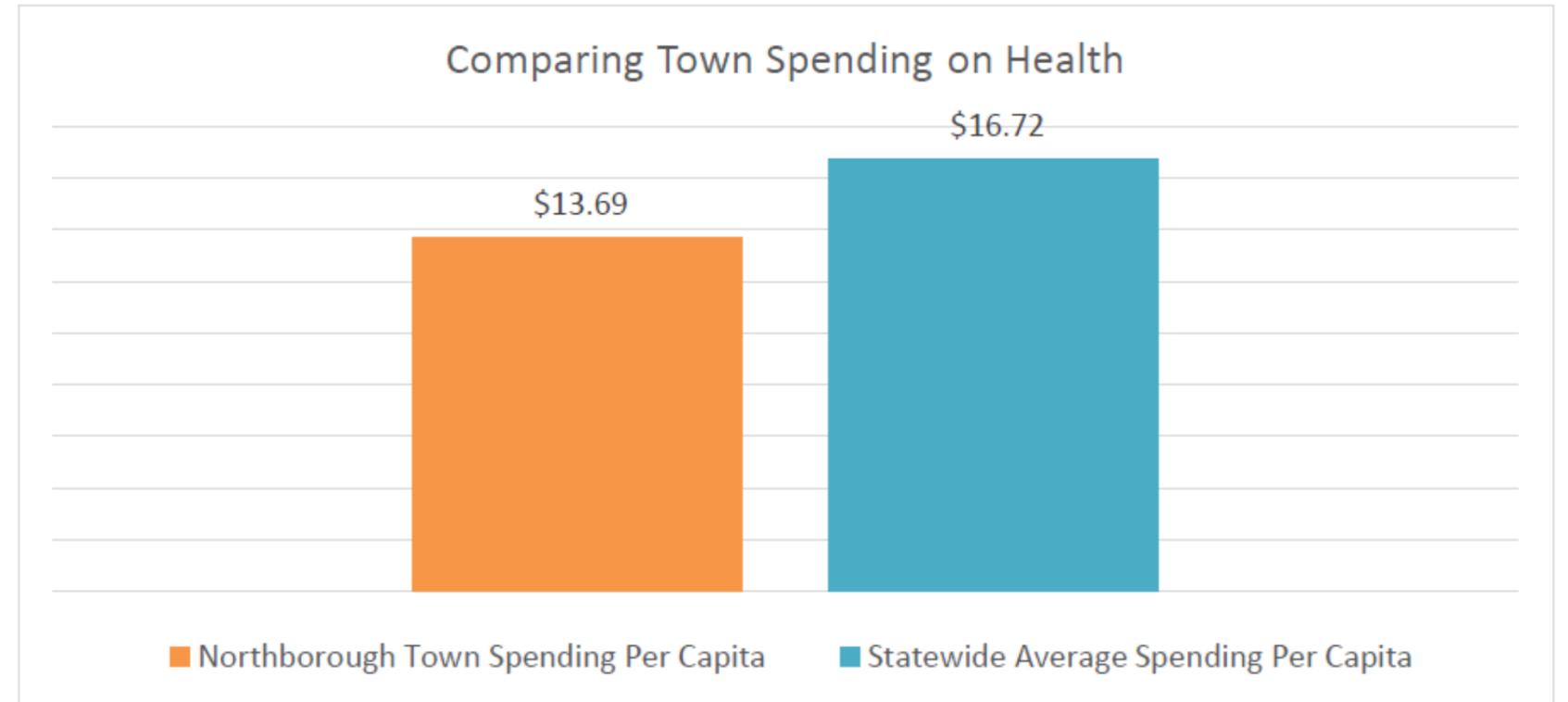
Current Operations: Health Department

Services:

- Enforcement and Environmental Health
- Public Health Services
- Community Support
- Grant Management

Staff:

- Health Director (Interim)
- Administrative assistant
- Health Agent (Shared)
- Epi/Shared Services Coordinator (Shared)
- Public Health Nursing (Shared)
- Drug-Free Communities Coordinator (Shared)



Source: 2023 Office of Local and Regional Health Capacity Assessment Results Toolkit

Interdepartmental Collaboration on Community Health

POLICE

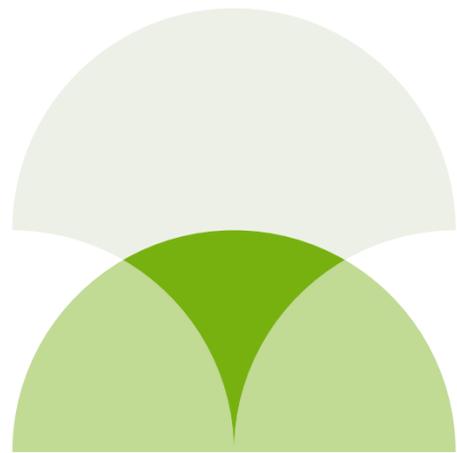
- Jail Diversion Clinician

FIRE

- Heavy Clutter Housing
- Emergency Preparedness

RECREATION

- Opportunity to support existing Rec programs and services



SENIOR CENTER

- Health funds Public Health Nurse office hours and clinics at Senior Center

LIBRARY

- Health and Wellness Coordinator under Be Well Northborough
- Northborough Community Resource Guide

LOCAL ORGANIZATIONS

- Helping Hands
- Food Pantry
- Special Benevolent Fund

DPW

- Vaccination Clinic and Migrant Shelter logistics

SCHOOLS

- Encompass / Drug Free Communities Program
- \$100k MWHF Grant for expanded clinical support for students

Challenges and Opportunities

SMALL DEPARTMENTS

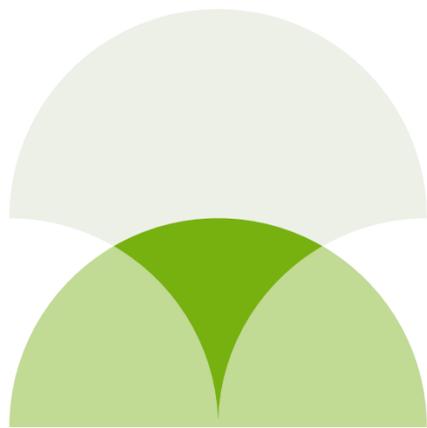
- Workload issues, Large -scale initiatives strain capacity:
 - COVID
 - Migrant Shelter
 - Mental Health
 - Substance Use
- Isolation / silos, limited skill diversity
- Vulnerability to absences and overreliance on indispensable individuals
- Limited growth opportunities, difficulty scaling

SERVICE OPPORTUNITIES

- 18-65 Age Group Behavioral Health Resources
- FYS Data Management
- Preventative Programming, Outreach and Education
- Interdepartmental collaboration

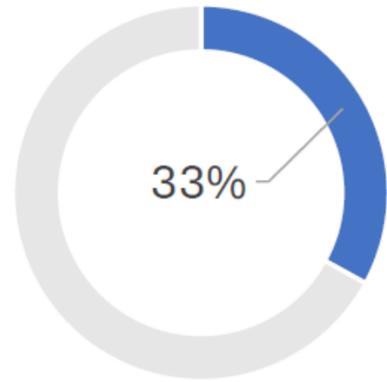
GRANTS AND ADDITIONAL COLLABORATION

- Fire, Police, Schools, Library, Senior Center, Veterans Services, Recreation all want increased collaboration with FYS
- Engage external partners (non -profits, healthcare providers)
- Pursue additional community health funding

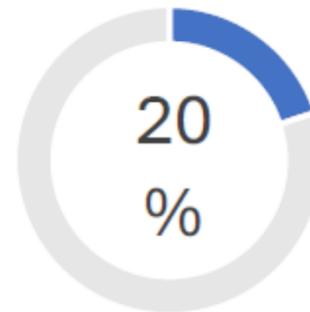


Community Health Needs

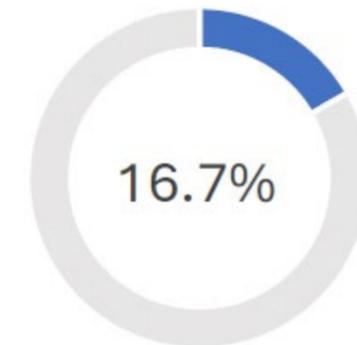
Can't access mental health services due to lack of providers, long wait times, and insurance barriers



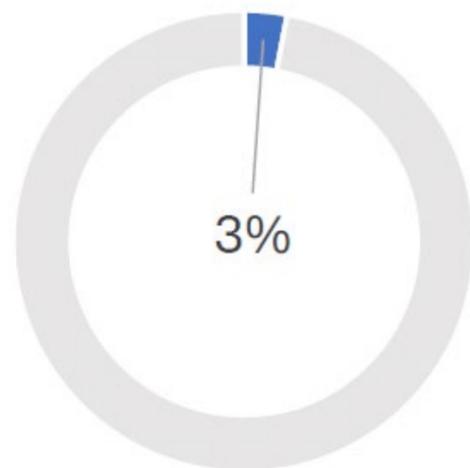
Depression (as told by a medical professional)
Adults 18+



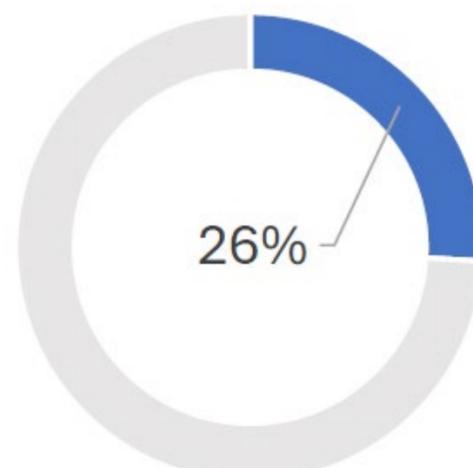
Engaged in binge drinking withing past month, Adults 18+



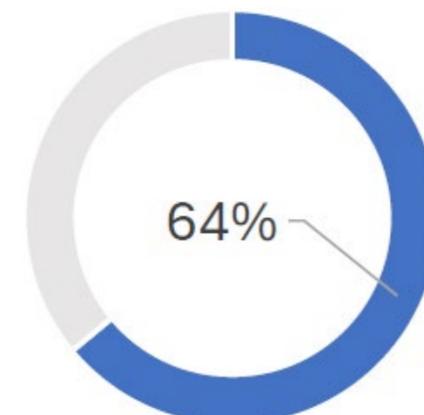
Walkability (scale 0-100)



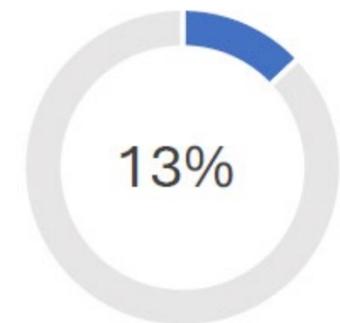
Housing Cost-Burdened



SNAP Gap (eligible for SNAP, but not enrolled)



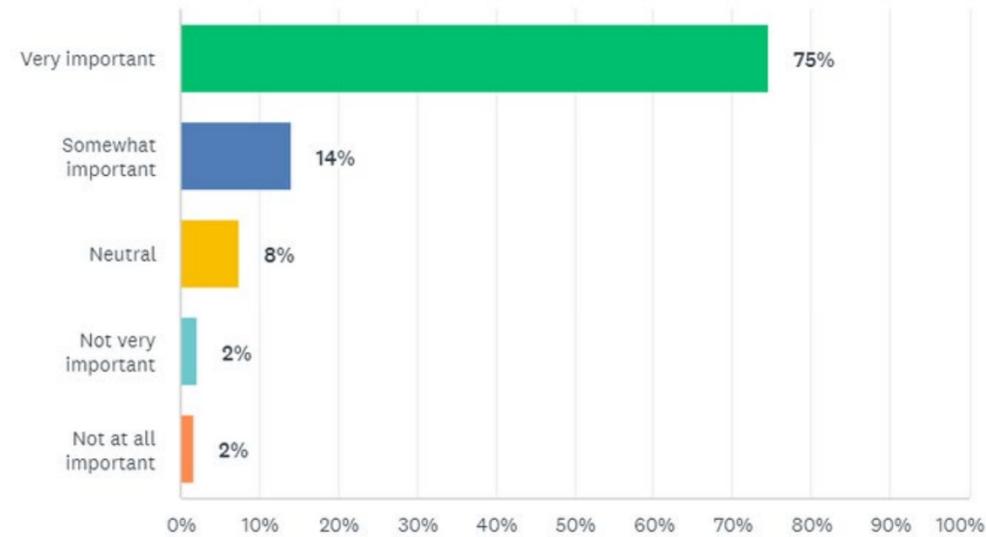
Mental Health not good for half or more of the past month, Adults 18+



HHS Survey Results

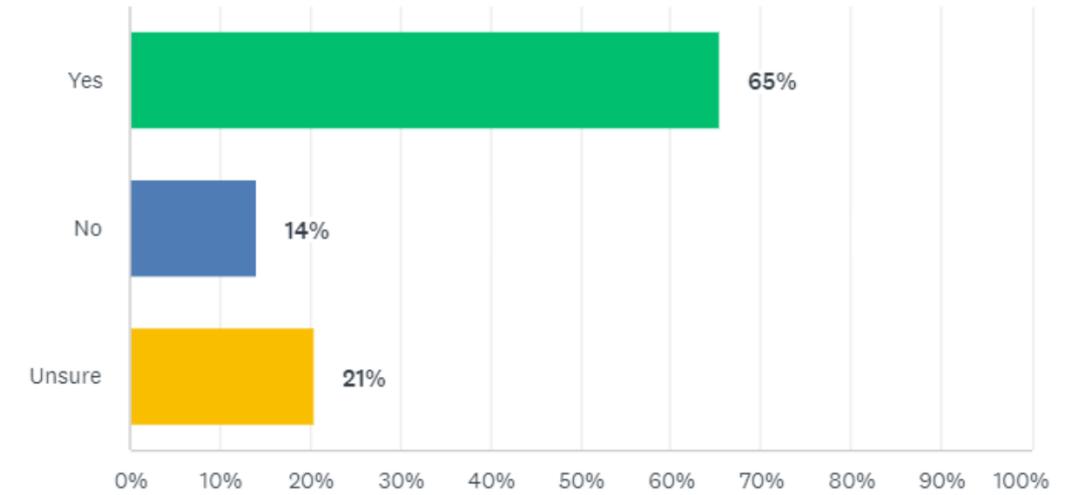
How important is it that Northborough offers services for mental health support and substance use prevention?

Answered: 185 Skipped: 0



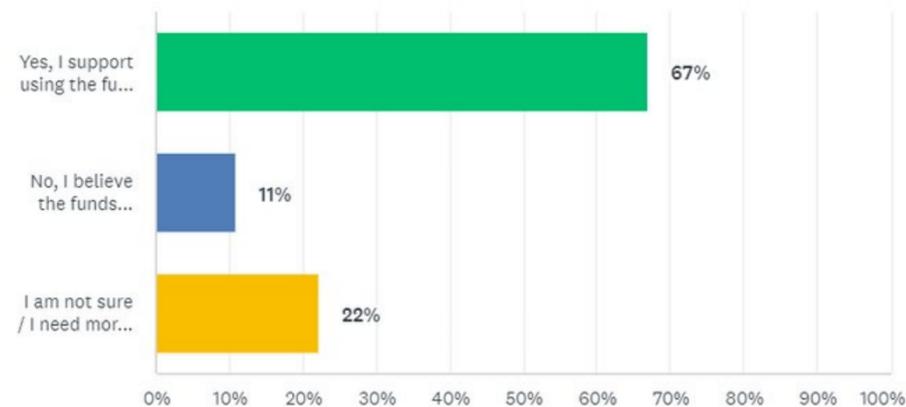
Should the town employ a social worker to help residents navigate these barriers and connect with appropriate health and social services?

Answered: 185 Skipped: 0



Northborough will receive approximately \$55,000 annually in the coming years as part of the opioid abatement funds settlement with opioid manufacturers and distributors. Do you support using a portion of these funds each year to subsidize a position focused on social services or community health?

Answered: 185 Skipped: 0



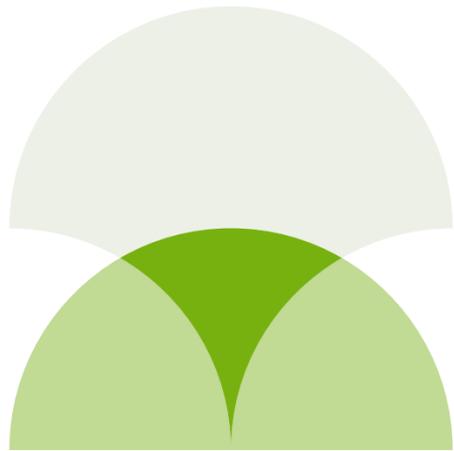
Model Communities

NEEDHAM HEALTH AND HUMAN SERVICES

- Unified Management of Health, YFS, Aging Services, Emergency Mgt.
- Proactive preventative programming for Substance Use and Mental Health
- Success with Grants

HUDSON HEALTH DEPARTMENT

- Adapting to grant opportunities to enhance community health goals
- Innovative approaches: Mobile Food Pantry, ARPA funding for housing insecurity



PLYMOUTH DEPARTMENT OF HEALTH AND HUMAN SERVICES

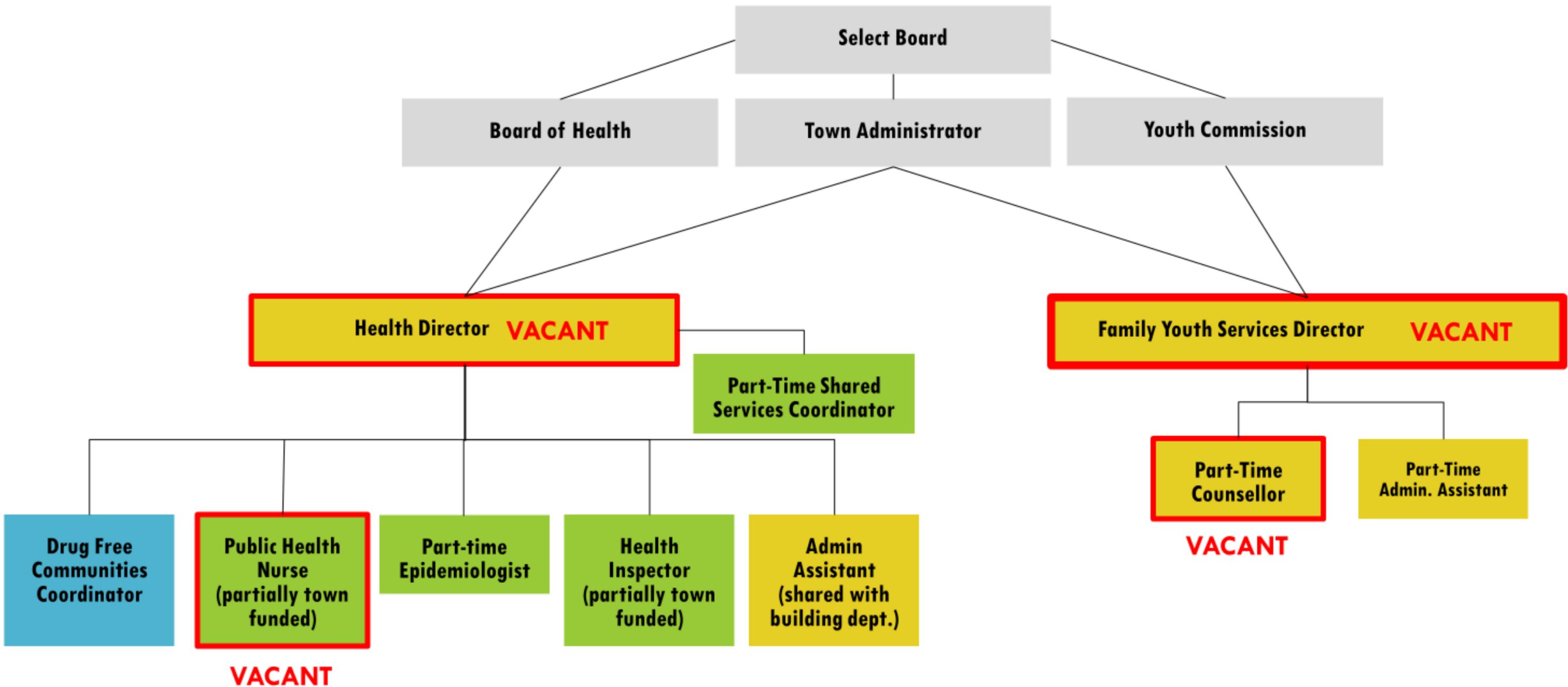
- Comprehensive approach encompassing Health, Veterans Services, Recreation, Disability Services
- Collaborative approach to Opioid Settlement Funds in partnership with local organizations

NANTUCKET DEPARTMENT OF HEALTH AND HUMAN SERVICES

- Integrated with Nantucket Cottage Hospital
- Active Community Engagement through public forums focused on food safety, immunization, and mosquito prevention

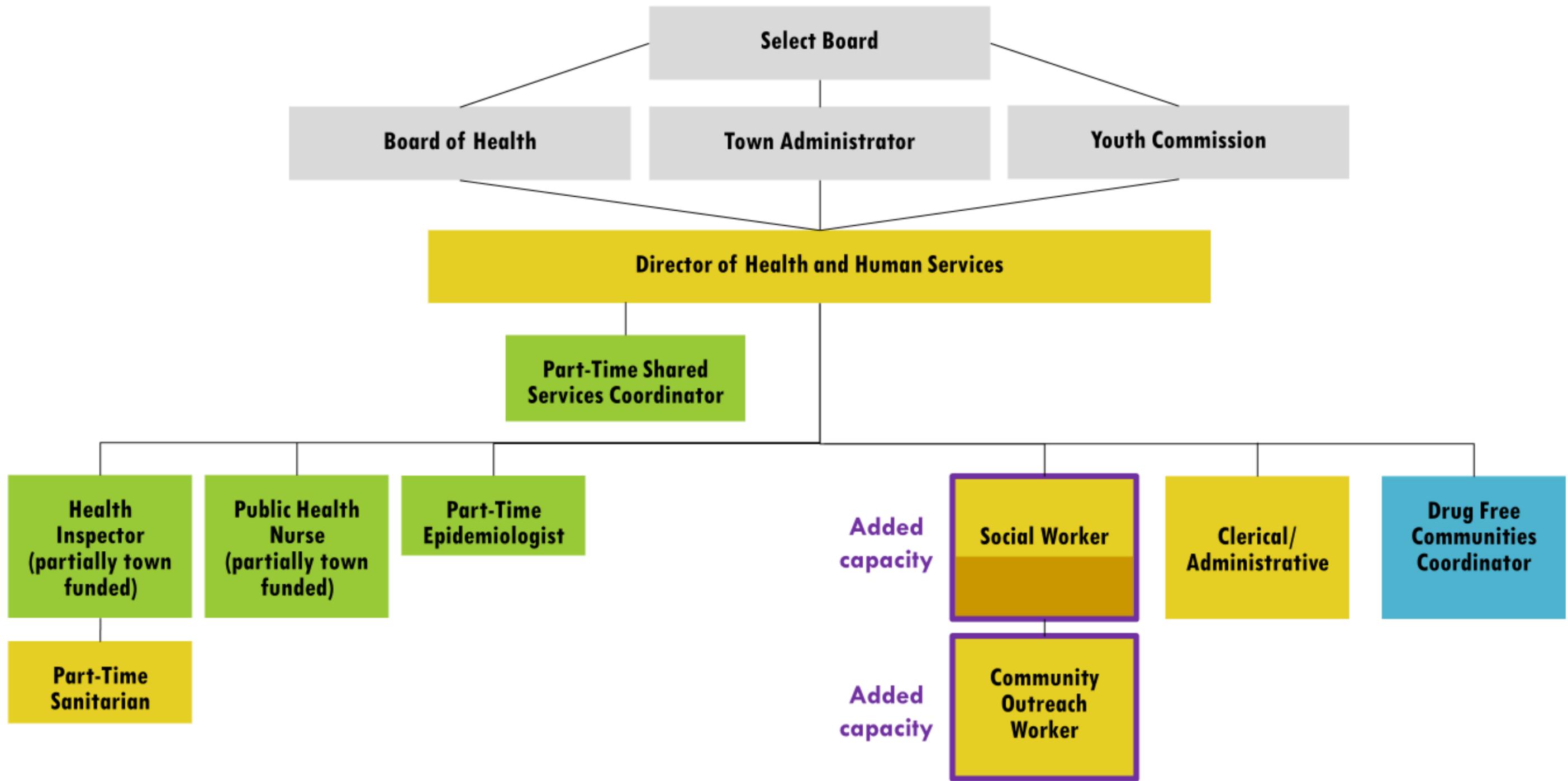
SOUTHBOROUGH YOUTH AND FAMILY SERVICES

- Significant FYS Staff
 - Director
 - Assistant Director / Counsellor
 - Prevention Program Coordinator
 - Admin Assistant
 - Interns



CURRENT ORGANIZATIONAL STRUCTURE

- Public Health Excellence Shared Service Grant
- Town Funding
- Drug-Free Communities Grant



PROPOSED ORGANIZATIONAL STRUCTURE

Public Health Excellence Shared Service Grant

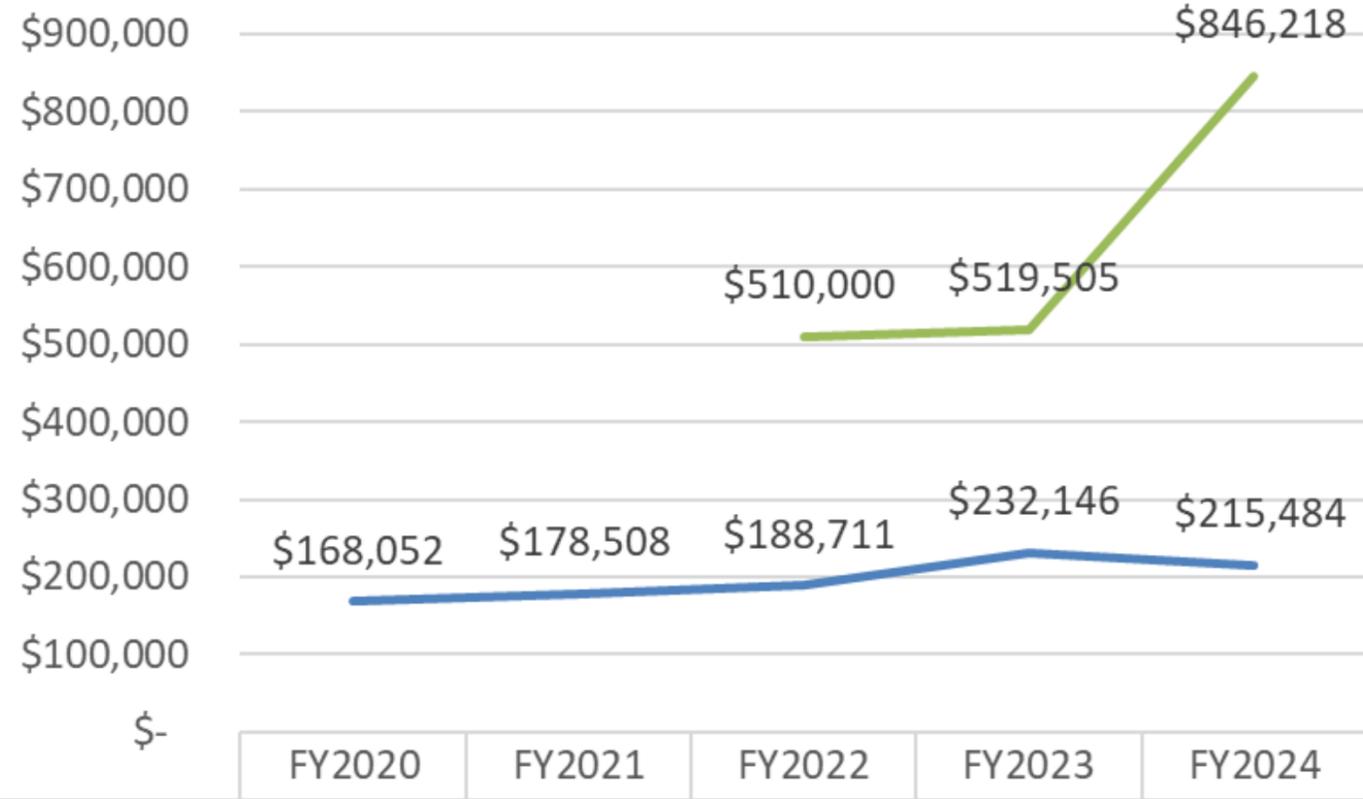
Town Funding

Drug-Free Communities Grant

Opioid Abatement Settlement Funds

Current Budgets

Health Department: Comparing Grants and Local Funding



Family Youth Services Town Funding



HEALTH DEPARTMENT
FY24 GRANT FUNDS

\$846,218

FYS AND HEALTH COMBINED
FY24 TOWN BUDGETS

\$399,663

Account Description	Compensation Grade	Combined Total Budget	Proposed Town Budget
HHS Director Salary (Pay stipend from \$69,228 PHE Admin)	I	\$ 115,000.00	\$ 105,000.00
Admin/Clerical Salary	C	\$ 64,252.00	\$ 64,252.00
Social Worker	F	\$ 80,000.00	\$ 50,000.00
Outreach Worker (Pay \$10,000 from \$69,228 PHE Admin)	D	\$ 70,000.00	\$ 60,000.00
Health Agent	F	\$ 81,098.52	\$ 17,000.00
Drug Free Communities Coordinator	D	\$ 70,000.00	
Shared Service Coordinator	C	\$ 30,599.41	
Epidemiologist	C	\$ 30,599.41	
Sanitarian (19 hours to support Northborough needs as director will have less time to do inspections)	E	\$ 40,000.00	\$ 40,000.00
Nurse (Approach like Health Agent, supplementing PHE Shared Services funds)	F	\$ 80,000.00	\$ 15,000.00
Contractual Services		\$ 19,000.00	
Misc. Contracts for under PHE and Contact Tracing Grants: translation, SOPs, communication, immunization clinics, etc		\$ 73,344.17	
Tobacco Control Consultant		\$ 4,000.00	
Contracted Regional Services		\$ 77,500.00	
Interface		\$ 16,250.00	\$ 16,250.00
Salmon VNA		\$ 198,000.00	\$ -
Backup Title 5, Housing, Food Inspector (per diem, part-time employee)		\$ 4,680.00	\$ -
Testing (Landfill monitoring)		\$ 20,000.00	\$ 20,000.00
Testing (animal testing)		\$ 4,000.00	\$ 4,000.00
Longevity Pay		\$ -	\$ -
Clinical Consultants		\$ 2,600.00	\$ 2,600.00
Office Supplies		\$ 11,027.80	\$ 1,080.00
Software		\$ 30,260.00	
Meetings		\$ 1,200.00	\$ 1,200.00
Training		\$ 6,000.00	
Program Supplies		\$ 16,000.00	\$ 1,500.00
Travel/Mileage		\$ 11,877.00	\$ 3,760.00
Subscriptions		\$ 1,093.00	\$ 1,093.00
Totals		\$ 1,158,381.31	\$ 402,735.00

Proposed Health and Human Services Budget

PROPOSED FY25
TOWN BUDGET

\$402,735

FY25 BUDGET
FUNDED BY GRANTS

\$755,646

TOTAL

\$1,158,381

Implementation

PUBLIC EDUCATION

- Promote Assessment, Informational Flyer
- Public Hearing

TOWN MEETING APPROVAL

- Warrant Article establishing new department and positions

FORM IMPLEMENTATION TEAM

- Loop in Police, Fire, Health, Family Youth Services (FYS), Schools, Library, and Senior Center

RECRUITMENT AND STAFFING

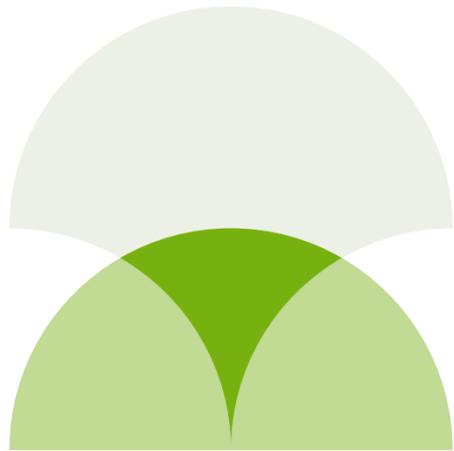
- Post new positions, prioritizing the Director
- Collaborative Hiring Process

OPERATIONAL INTEGRATION AND PROGRAM DEVELOPMENT

- Align programs, policies, and procedures across all department staff

ONGOING EVALUATION AND ADJUSTMENT

- Key Performance Indicators (KPIs):
 - Service Utilization
 - Community Engagement
 - Staff Performance and Retention
 - Grant Funding Success
 - Program Outcomes
- Evaluation:
 - Regular review meetings, community feedback mechanisms
 - Report to Town Administration



Scenario

A health inspector from the Health Department responds to a housing complaint regarding unsanitary living conditions in a home. Upon investigation, the inspector notes signs of severe mental health issues affecting the individuals and a need for resources and support

- Current Model Challenges:
 - Fragmented response with mental health components.
 - Lack of integrated support and follow-up.
 - Inefficient communication and data management between departments.
- Unified HHS Model Benefits:
 - Quick and Coordinated Response: Health inspectors and mental health professionals collaborate, addressing housing and mental health needs simultaneously.
 - Integrated Case Management: Coordinated internal referrals ensure comprehensive support and follow-up within the same department.
 - Enhanced Outcomes: Unified services lead to better resolution of both environmental and mental health issues, improving family well-being.

Conclusions

- Integrate of Health Department and Family Youth Services into a new Health and Human Services Department
- Proactive Approach to Grant Opportunities
- Enhance Outreach and Preventative Programming
- Expand Collaborative Efforts
- Recruitment and Staff Development
- Financial Efficiency and Sustainability
- Data Collection and Informed Decision-Making
- Community Outreach and Engagement

