



**SELECT BOARD**  
**AMENDED**  
**MEETING AGENDA**  
**Monday, March 18, 2024**  
**7:00 p.m.**

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Pursuant to Chapter 2 of the Acts of 2023, An Act Relative to the Extending Certain COVID-19 Measures, this meeting will be conducted via remote participation. No in person attendance by members of the public will be permitted.

To view or listen

- Live Stream link YouTube:  
[https://www.youtube.com/channel/UCRdBw3HeEAMB\\_KFKasrgXA](https://www.youtube.com/channel/UCRdBw3HeEAMB_KFKasrgXA)
- Zoom webinar link: <https://town-northborough-ma-us.zoom.us/j/81818179642>  
When prompted, enter Password 261007
- CATV Government Channels: Verizon Channel 30, Charter Channel 192
- Call 1-646-876-9923  
When prompted, enter Meeting ID 818 1817 9642 and Password 261007

For Public Comment

Public Comment is allowed and encouraged during any agenda item. To offer comments at any time, please use the “raise hand” button in Zoom or raise your hand if in person. The Chair will recognize you before any vote or before the agenda item is otherwise concluded.

\*\*\* Public comment will be limited to 3 minutes per person \*\*\*

- 
1. 7:00 – Open Meeting
  2. 7:00 pm: **PUBLIC HEARING** – Select Board and Board of Health to consider the proposed amendment to the Town's Municipal Code for the creation of the Health and Human Services Department and the reorganization of the Health and Inspection Services into the Human Services Division, pursuant to Article V of the Town of Northborough Charter.
  3. **Appointments of Terry Crean and Kimberly Shepherd as Temporary Registrars for the Purpose of Participating in a District Wide Election Recount on Thursday, March 21, 2024, at 9:00 a.m.**
  4. Adjourn

## TOWN OF NORTHBOROUGH

### NOTICE OF PUBLIC HEARING

Notice is hereby given that the Northborough Select Board and the Northborough Board of Health will hold a public hearing on Monday, March 18, 2024, at 7:00 p.m. via Zoom (link below), to consider the proposed amendment of the Town's Municipal Code for the creation of the Health and Human Services Department and the reorganization of the Health and Inspection Services into the Human Services Division, pursuant to Article V of the Town of Northborough Charter.

This reorganization is intended to enhance the administrative efficiency and effectiveness of the town's health and human services delivery, incorporating new roles and responsibilities outlined in the recent proposal, including the positions of Director of Health and Human Services, Social Worker, Community Outreach Worker, Shared Services Coordinator, Public Health Nurse, Epidemiologist, Health Agent, part-time Registered Sanitarian, and Clerical/Administrative Position.

Any person wishing to provide public input on the proposed amendments and reorganization should be present at the time and place designated above or join via the provided Zoom link. The recently completed Northborough Health and Human Services Assessment is available on the town website ([www.town.northborough.ma.us/home/news/northborough-health-and-human-services-strategic-assessment-report](http://www.town.northborough.ma.us/home/news/northborough-health-and-human-services-strategic-assessment-report))

**Meeting: Monday, March 18, 2024, at 7:00 p.m.**

**Join from a PC, Mac, iPad, iPhone or Android device:**

Please click this URL to join. <https://town-northborough-ma-us.zoom.us/j/81818179642>  
Passcode: 261007

Or join by phone: (646) 876-9923

Webinar ID: 818 1817 9642

Passcode: 261007

# ESTABLISHING NORTHBOROUGH'S HEALTH AND HUMAN SERVICES DEPARTMENT

Public Hearing March 18, 2024 at 7pm

<https://www.town.northborough.ma.us/select-board/events/204491>



## PURPOSE

Responding to recent staff vacancies and evolving community needs, the proposed integration of the Health and Family Youth Services Departments into a unified Health and Human Services (HHS) is designed to enhance the Town's ability to provide comprehensive care and support. Our objective is to improve public health, facilitate access to essential resources and services, and cultivate a community that is well-equipped to navigate future challenges.

## PROPOSAL

This strategic consolidation is designed to address and adapt to the changing needs of our community through:

- **Enhanced Coordination:** By bringing these departments under one umbrella, we aim to eliminate redundancy and fill critical service gaps, ensuring a more seamless and efficient delivery of health and human services.
- **Fiscal Efficiency:** The integration is planned with a meticulous approach to budgeting, projecting an increase of less than 1% to the existing budgets of the Health Department and Family and Youth Services.
- **Grant Management and Staffing:** Leveraging recent success with grant acquisition and management, this unified department represents an expansion of its workforce. This strategy not only enhances our service capabilities but also increases capacity for new programs and initiatives.

## BENEFITS

### Comprehensive Support

Merges expertise and resources from both departments to provide a centralized approach to care, addressing a wider range of health and social needs.

### Resilient Department Infrastructure

Fosters a more adaptable and responsive public health and social services infrastructure, capable of effectively managing current challenges and anticipating future community needs.

### Efficient Use of Resources

The unified department optimizes local and grant funding as well as staffing resources, enhancing our ability to deliver high-quality services efficiently.

## PROPOSED STAFFING

The proposal does not reduce or eliminate any existing positions, only expanding capacity with the following roles:

- Director of Health and Human Services
- Social Worker
- Community Outreach Worker
- Public Health Nurse
- Health Agent (Regional)
- Sanitarian (Part-time)
- Administrative Assistant
- Epidemiologist (Shared, Part-time)
- Shared Services Coordinator (Shared, Part-time)
- Drug-Free Communities Coordinator (Shared)



## REPORT LINK

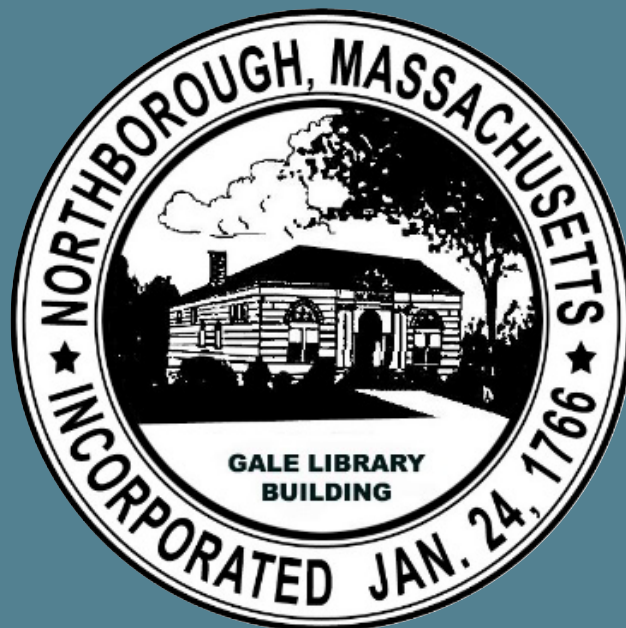


## PROCESS

CMRPC conducted 22 internal interviews with Town department heads and local organizations, held 8 meetings with model communities and statewide associations, and collected 184 responses to a public survey for this assessment.

# NORTHBOROUGH HEALTH AND HUMAN SERVICES STRATEGIC ASSESSMENT

Prepared by CMRPC March 2024



# Methodology

## **SURVEY - 184 RESPONSES**

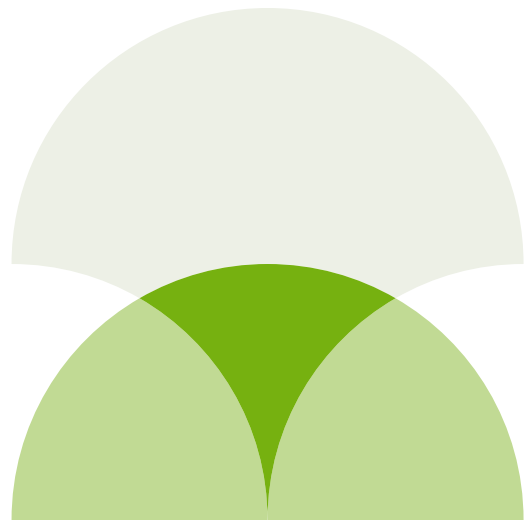
- Promoted on:
  - Various town Facebook pages
  - Town website
  - Social clubs
  - Cable Access
  - superintendent's weekly newsletter
- Flyers with a link to the survey and copies available:
  - Town Hall
  - Senior Center
  - Library

## **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
- MetroWest Community Health Assessment





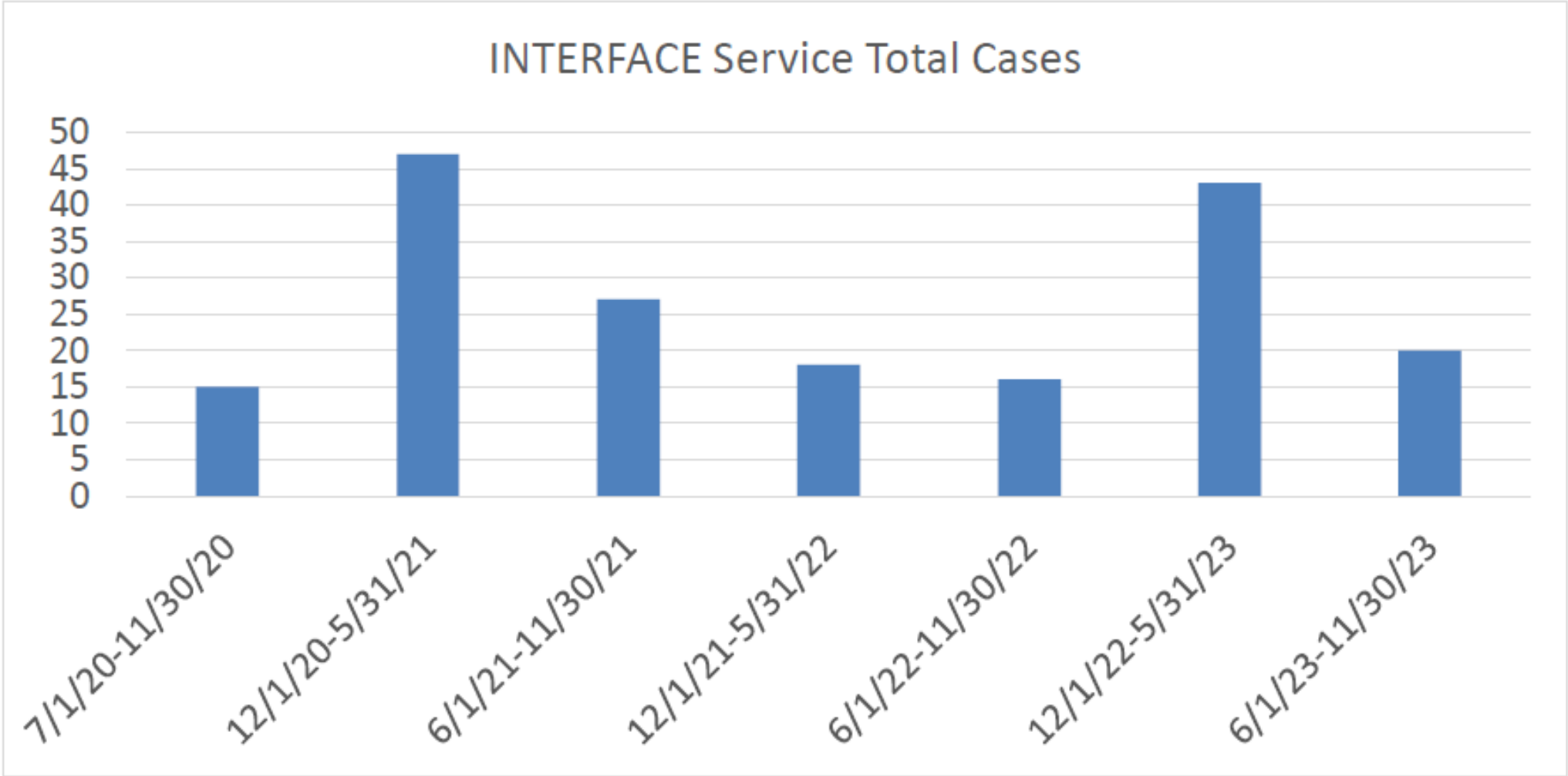
# Current Operations: Family and Youth Services

**Services:**

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

**Staff:**

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



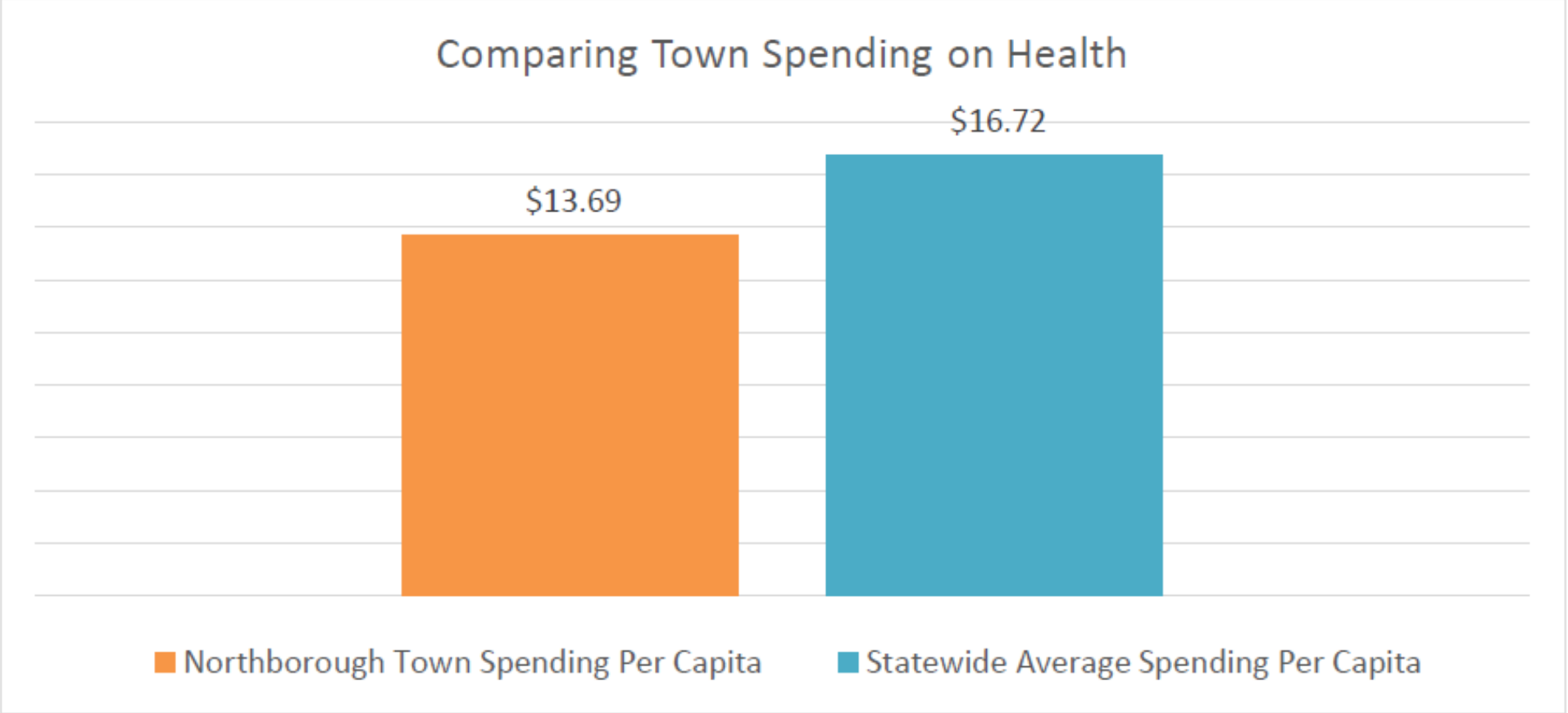
# Current Operations: Health Department

### 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**

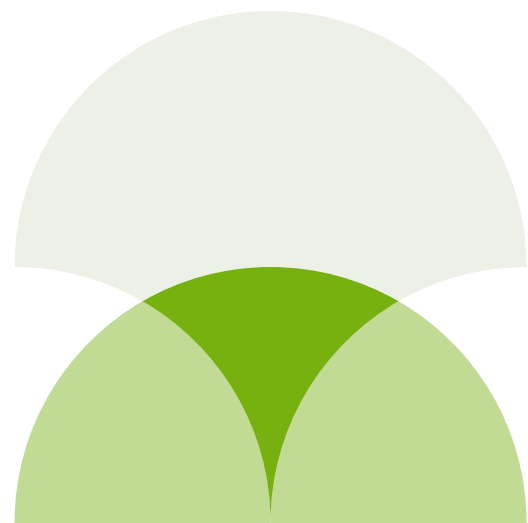
- Helping Hands
- Food Pantry
- Special Benevolent Fund

## **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

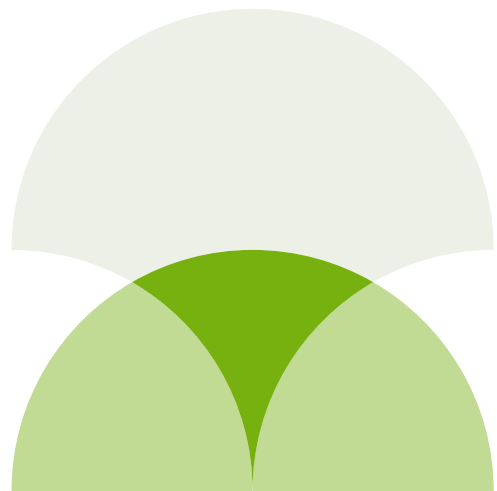
- Workload issues, Large-scale initiatives strain capacity:
  - COVID
  - Migrant Shelter
  - Mental Health
  - Substance Use
- Isolation / silos, limited skill diversity
- Vulnerability to absences and overreliance on indispensable individuals
- Limited growth opportunities, difficulty scaling

## SERVICE OPPORTUNITIES

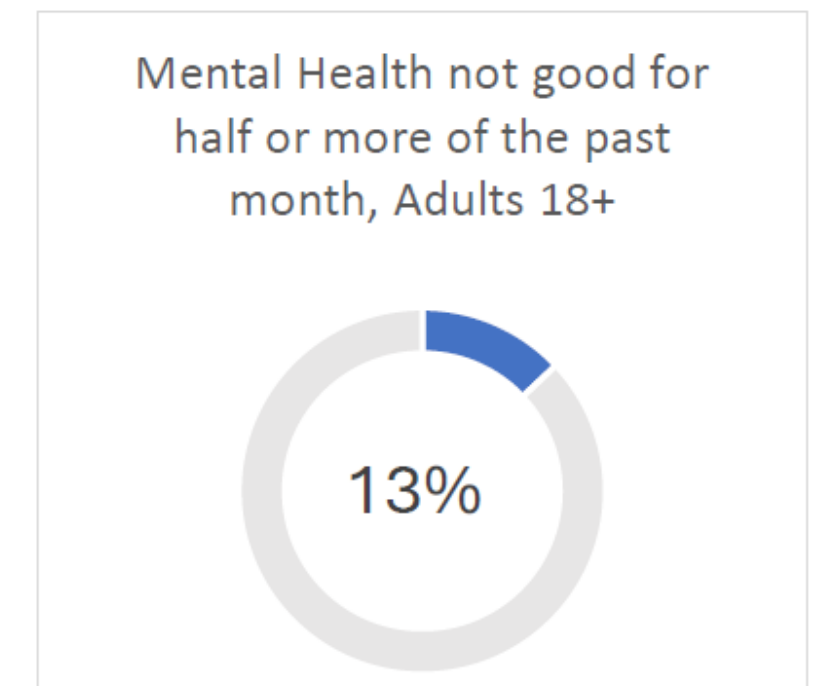
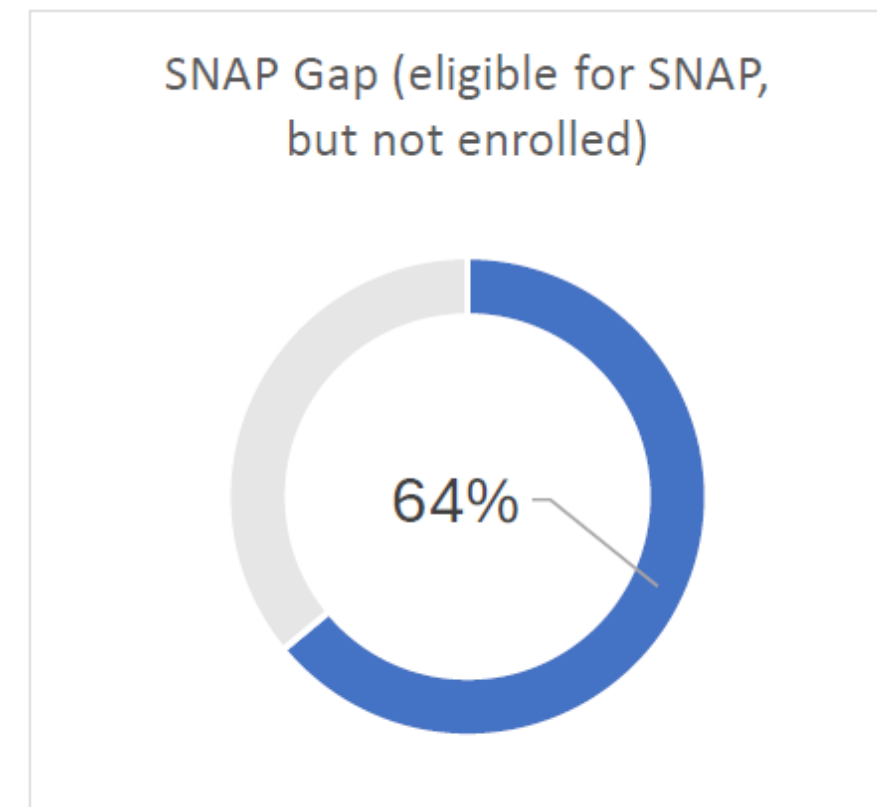
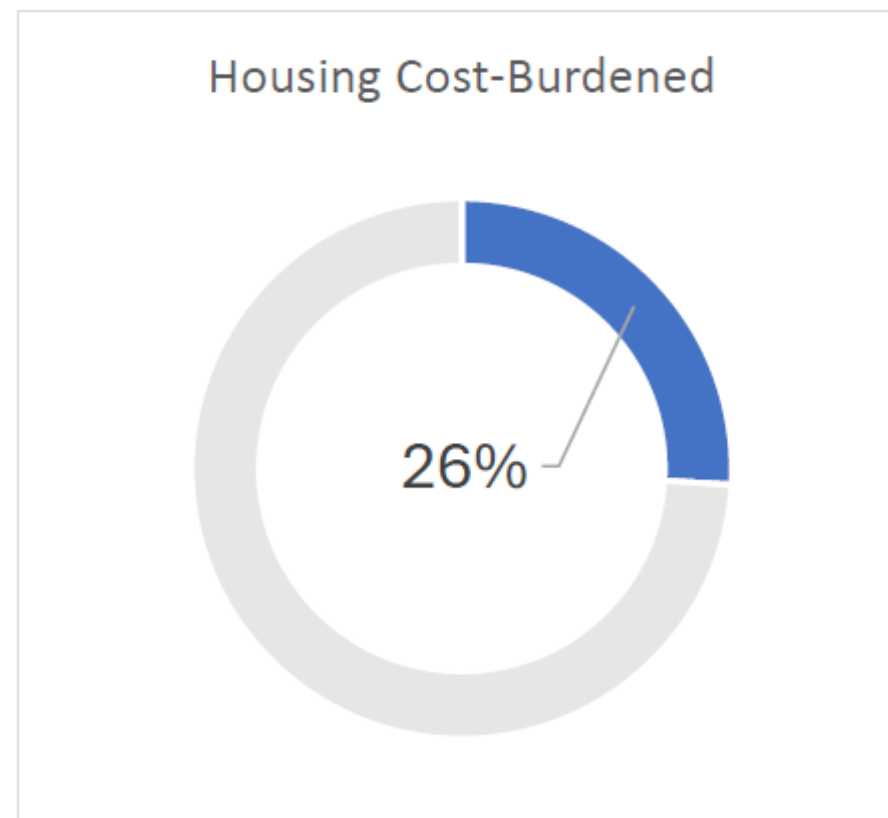
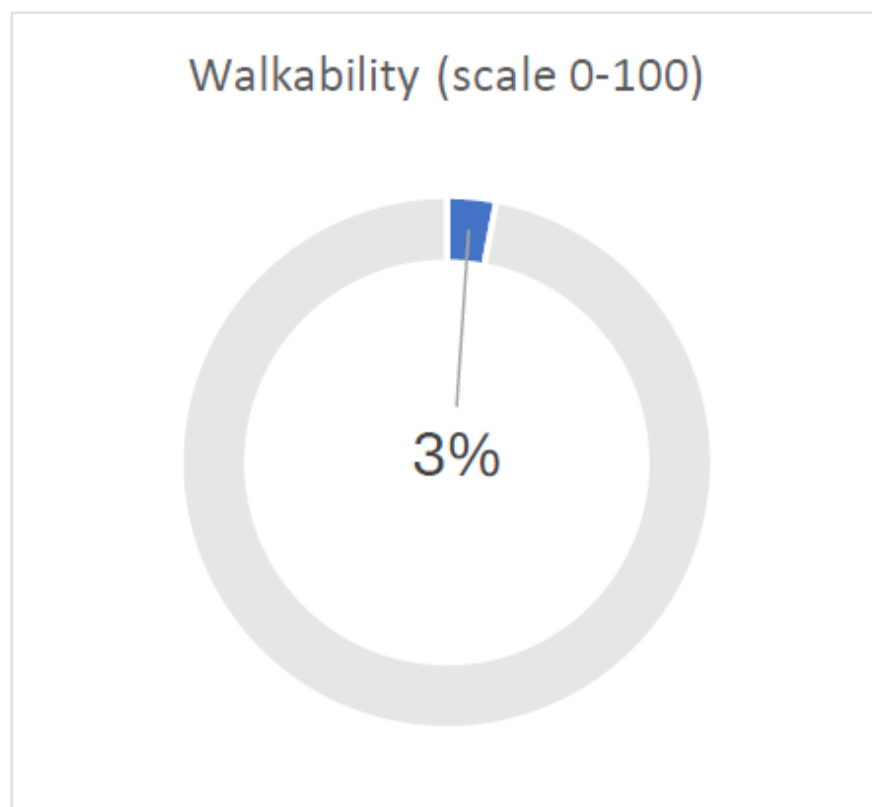
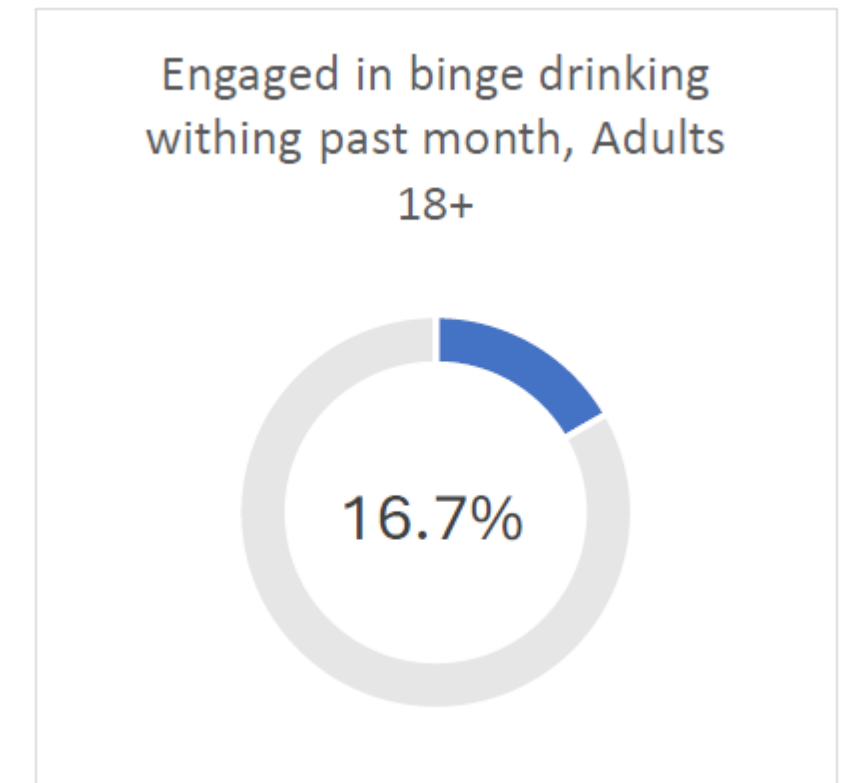
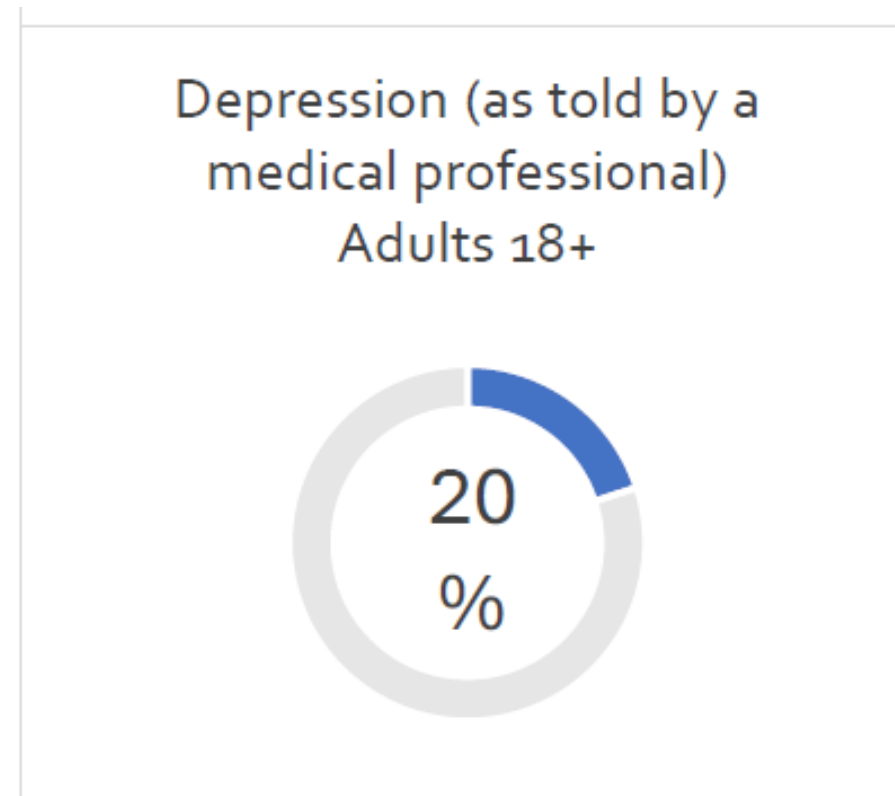
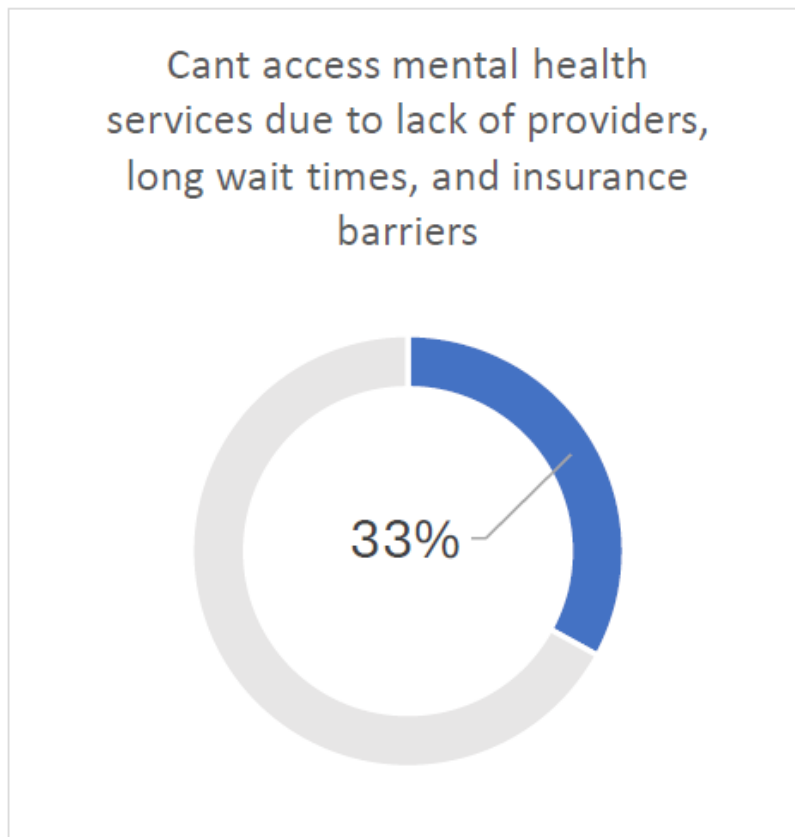
- 18-65 Age Group Behavioral Health Resources
- FYS Data Management
- Preventative Programming, Outreach and Education
- Interdepartmental collaboration

## 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



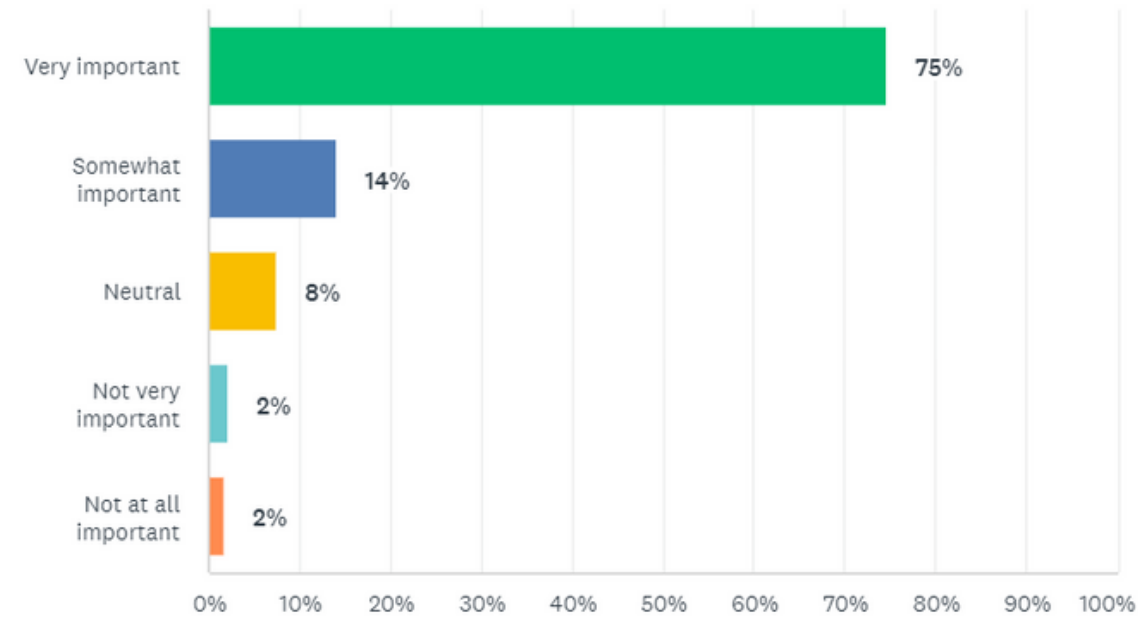
# Community Health Needs



# HHS Survey Results

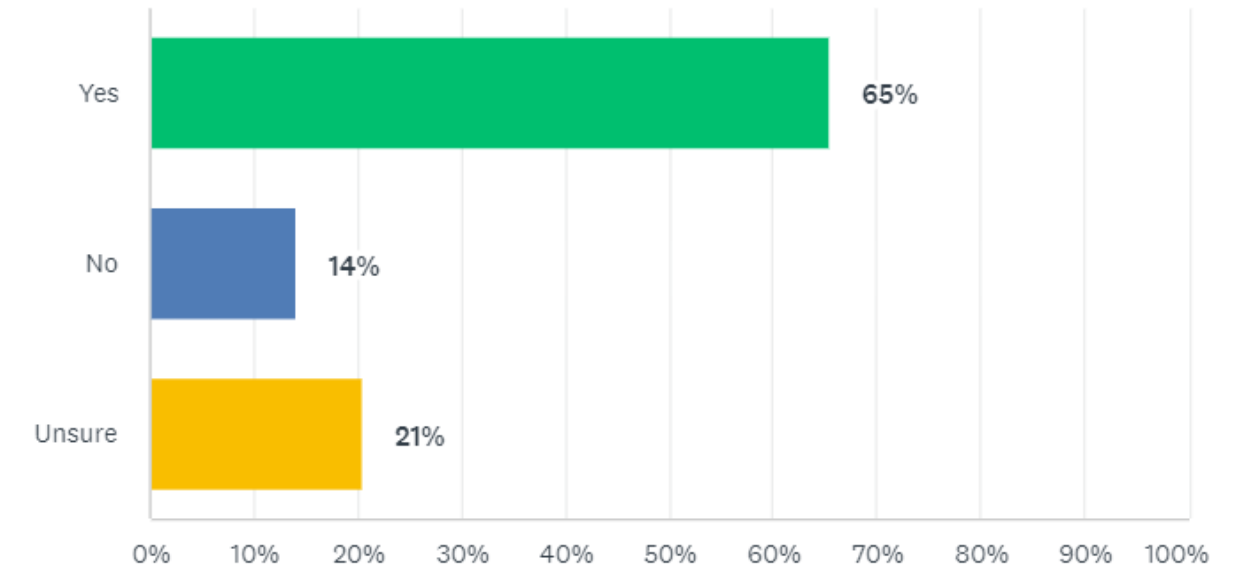
How important is it that Northborough offers services for mental health support and substance use prevention?

Answered: 185 Skipped: 0



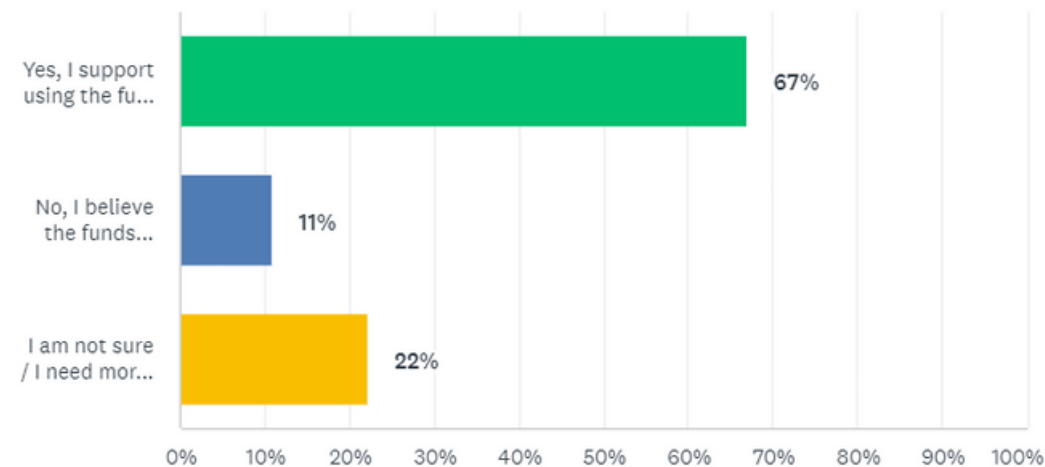
Should the town employ a social worker to help residents navigate these barriers and connect with appropriate health and social services?

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**

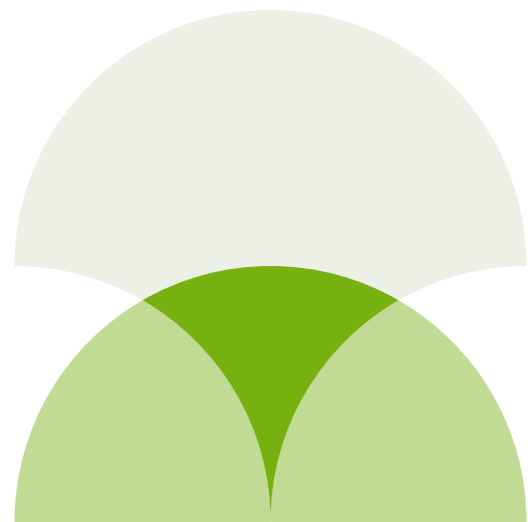
- Comprehensive approach encompassing Health, Veterans Services, Recreation, Disability Services
- Collaborative approach to Opioid Settlement Funds in partnership with local organizations

## **NANTUCKET DEPARTMENT OF HEALTH AND HUMAN SERVICES**

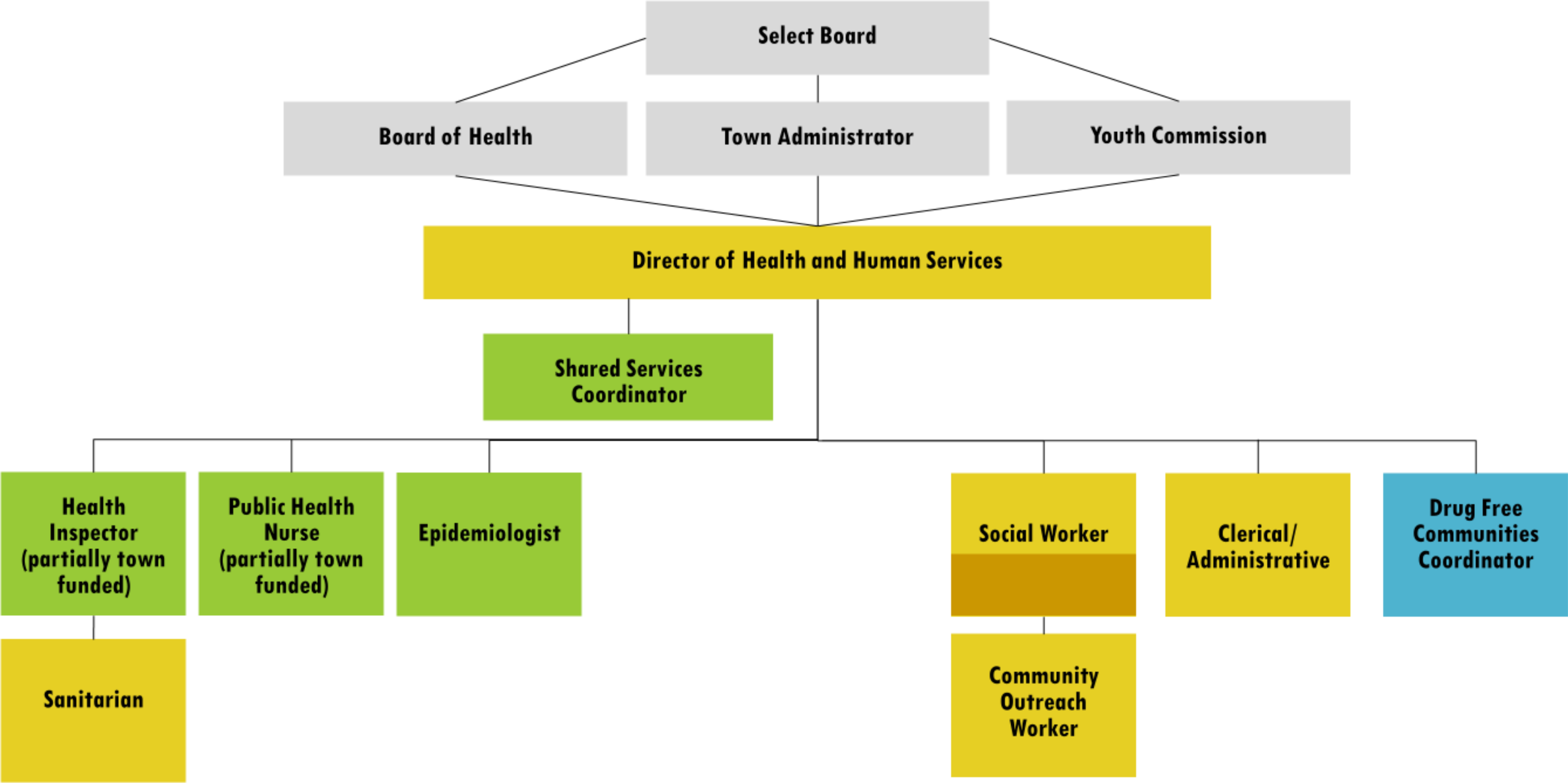
- Integrated with Nantucket Cottage Hospital
- Active Community Engagement through public forums focused on food safety, immunization, and mosquito prevention

## **SOUTHBOROUGH YOUTH AND FAMILY SERVICES**

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



# Recommended Health and Human Services Structure



## ORGANIZATION CHART

- Public Health Excellence Shared Service Grant
- Town Funding
- Drug-Free Communities Grant
- Opioid Abatement Settlement Funds

# Defining Roles

## **DIRECTOR OF HEALTH AND HUMAN SERVICES**

- Lead Department, interdepartmental coordination, and grant management

## **SOCIAL WORKER**

- Lead human services work, case management, program development

## **COMMUNITY OUTREACH WORKER**

- Identify needs, promote services, public education, prevention programs

## **PUBLIC HEALTH NURSE**

- Health Screenings, vaccinations, prevention programs, health education



**= New Hire**

## **HEALTH AGENT (SHARED)**

- Lead health inspections and environmental health

## **SANITARIAN (PART-TIME)**

- Supplement inspection capacity now that Director is focused elsewhere

## **ADMINISTRATIVE ASSISTANT**

- Support all administrative tasks, scheduling, document management, first point of contact

## **EPIDEMIOLOGIST (SHARED, PART-TIME)**

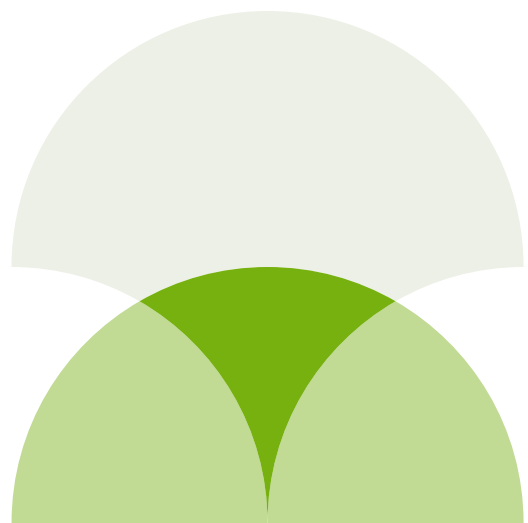
- Monitor and analyze health data, disease surveillance, grant writing

## **SHARED SERVICES COORDINATOR (SHARED, PART TIME)**

- Foster collaboration within Greater Boroughs Health Partnership, support Director and Shared Staff

## **DRUG-FREE COMMUNITIES COORDINATOR (SHARED WITH SOUTHBOROUGH)**

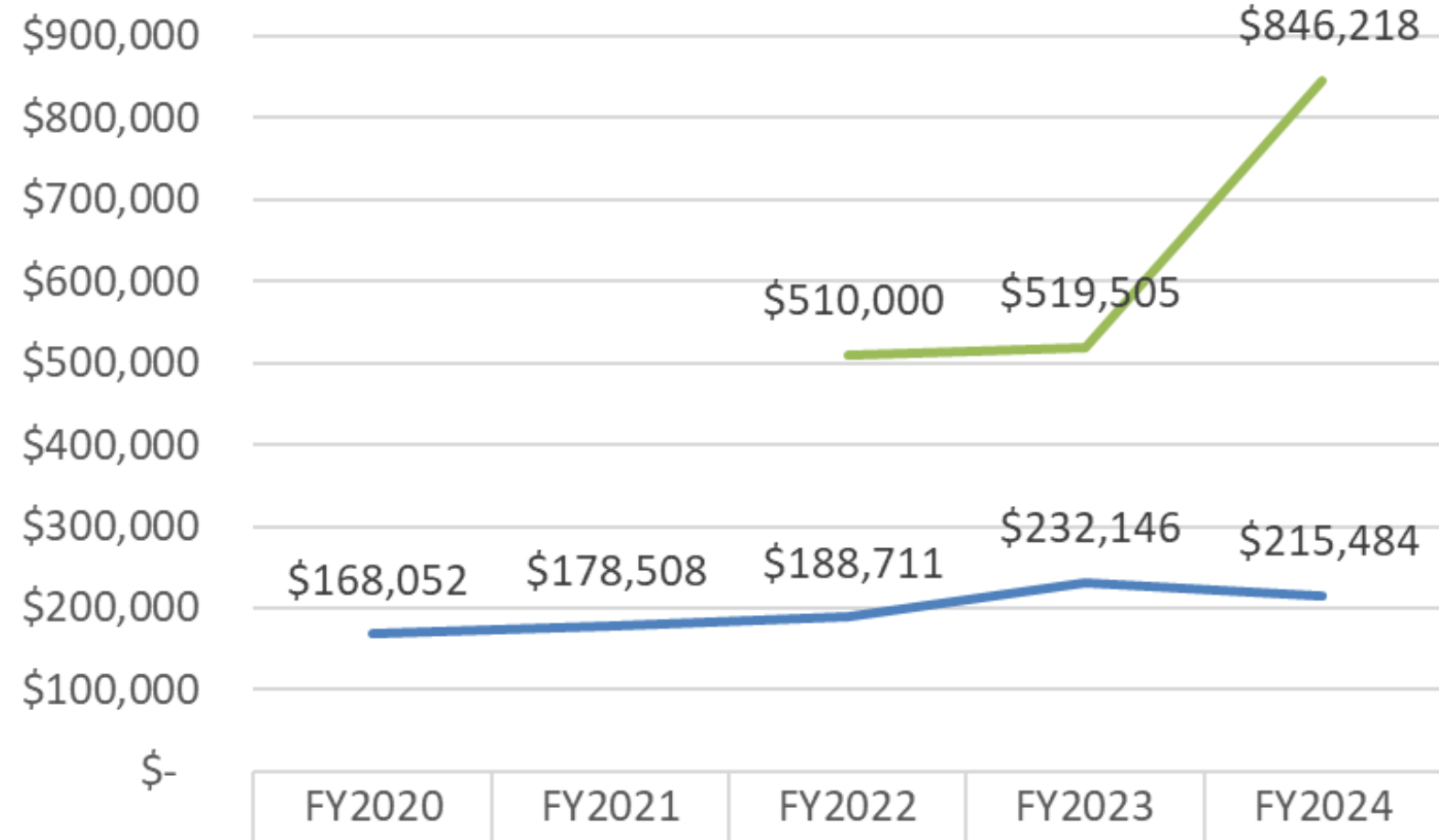
- Manage initiatives to reduce drug use among youth, coordinating with schools, law enforcement and community groups



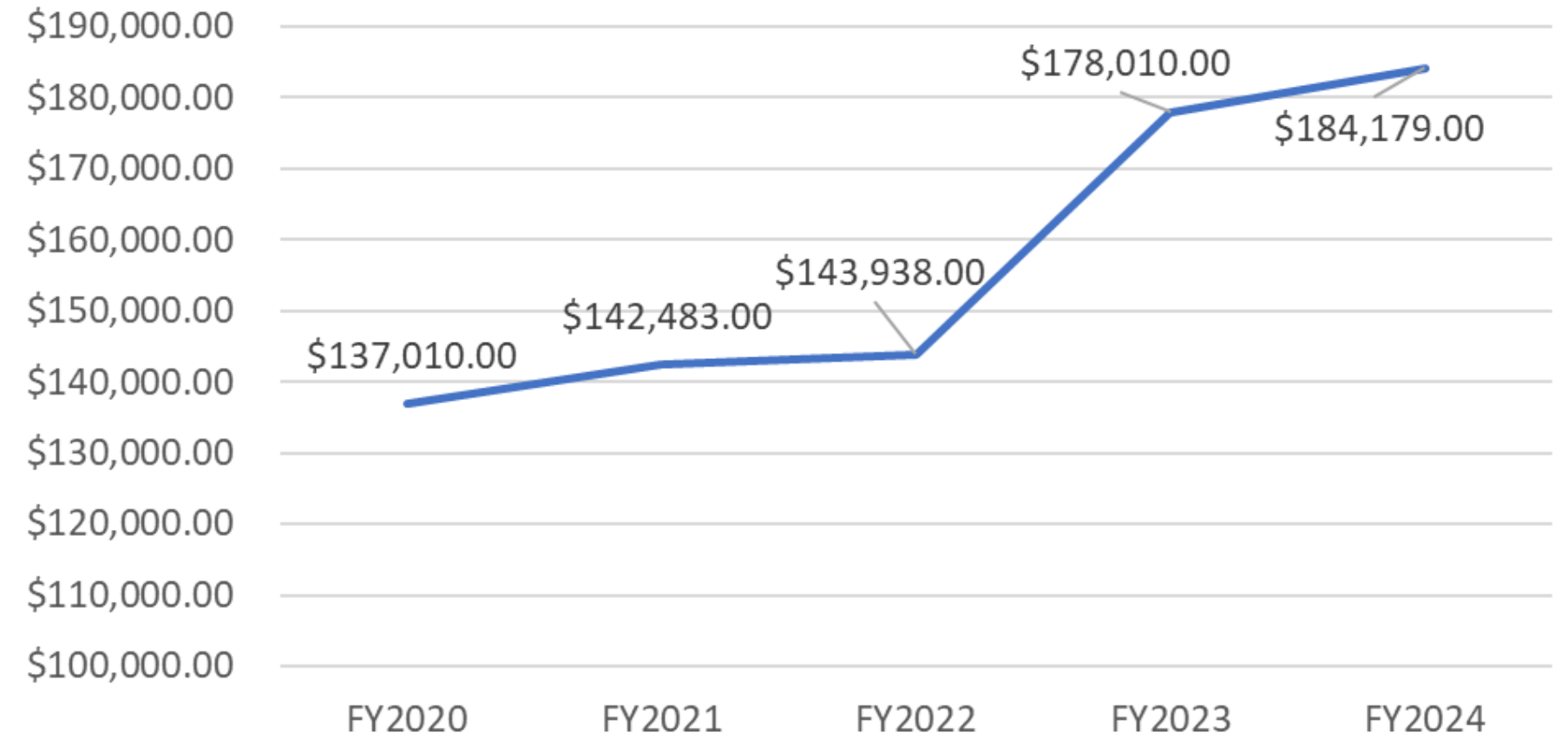


# Current Budgets

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
<b>Totals</b>		<b>\$ 1,158,381.31</b>	<b>\$ 402,735.00</b>

# 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**

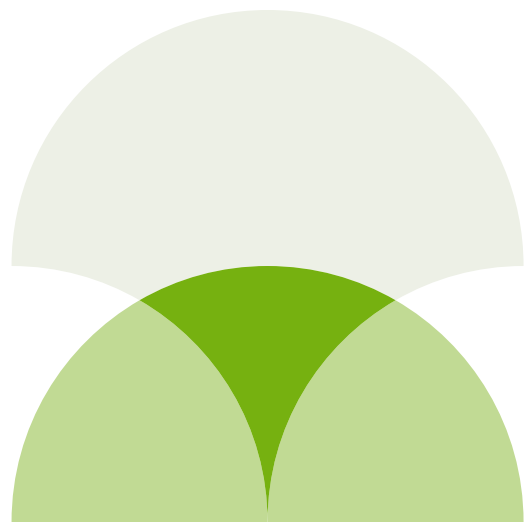
- Post new positions, prioritizing the Director
- Collaborative Hiring Process

## **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:**

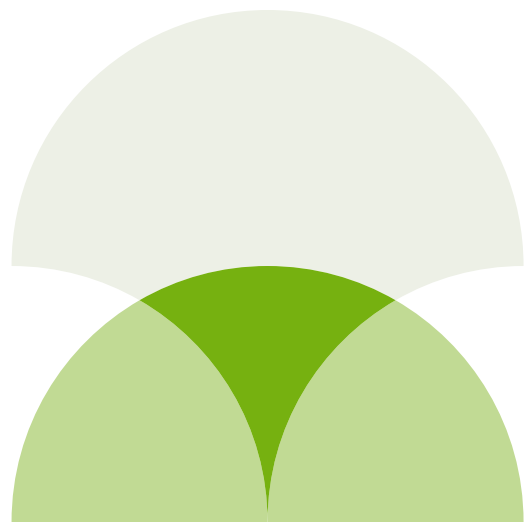
- **Fragmented response with mental health components.**
- **Lack of integrated support and follow-up.**
- **Inefficient communication and data management between departments.**

- **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



**From:** [Tim McInerney](#)  
**To:** [Diane Wackell](#)  
**Subject:** amend agenda  
**Date:** Friday, March 15, 2024 12:22:57 PM

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SB FYI  
BCC

Please be advised we had to amend the agenda for Monday night to include the emergency temporary appointment of two board of registrars who are needed Thursday for a recount to be completed by next Friday.

## EMAIL THREAD TO ANDY

Good evening,

A candidate for State Committee Woman has filed a recount request with the Secretary of the Commonwealth. Although the candidate, Lisa Mair, won in Northborough by almost 500 votes, the recount will be conducted in all communities within the First Worcester Senatorial District (Worcester, Berlin, Boylston, West Boylston, Bolton, Northborough). The Board of Registrars will set the date for the recount, potentially for Thursday March 21<sup>st</sup>. That process will involve hand counting the 1829 Republican ballots cast on March 5<sup>th</sup>. We'll assemble teams of election workers to do the counting and I've spoken to several area town clerks who will be available to come help.

Although I'll be out of state, I plan to participate virtually in the Registrars meeting and will assist Karen in preparing for the recount event in any way I can.

Thanks,

Andy –

Good Afternoon-

As you may be aware, a district wide recount petition was timely filed with this Office. After reviewing the election results, we've determined that the margin qualifies for a district wide recount. Accordingly, attached please find the Order, a memo, a sample notice and the Election Recount booklet.

We will be providing you with a form to amend your results as well as a FAQ about the process shortly.

Please let us know if you have any questions.

Michelle K. Tassinari