

Connecticut Healthy Homes 2017 Strategic Plan



Health Resources in Action
Advancing Public Health and Medical Research

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Introduction

The Connecticut Department of Public Health (DPH), contracted with Health Resources in Action, Inc. (HRiA) in the spring of 2017 to work with the Connecticut Healthy Homes Coalition, led by DPH, to develop a strategic plan to align and guide Healthy Homes efforts across the state. The strategic planning process included participation from a wide variety of stakeholders, including various departments of DPH as well as partners from hospitals, local municipalities, other local and state agencies, and local health departments. This process, and the resulting plan, demonstrate the deep interest and commitment of partners and stakeholders to work together to advance Healthy Homes programs, initiatives and activities across the state of Connecticut.

The Definition of Healthy Homes

A healthy home is sited, designed, built, renovated, and maintained to support health. A healthy homes approach is a coordinated, comprehensive, and holistic approach to preventing diseases and injuries that result from housing-related hazards and deficiencies. <https://www.cdc.gov/healthyhomes/>

Implementation of the 2011 Healthy Homes Strategic Plan

In July 2011, the Healthy Homes Strategic Plan was introduced to the public. With this Plan the development of the Connecticut Healthy Homes Partners Workgroup was established. The Workgroup was comprised of organizations interested in the Healthy Homes Initiative. The Workgroup was split into three sub-committees (i) Public Awareness, (ii) Workforce Development, and (iii) Policies, Guidelines & Practices. Workgroup meetings were held to determine progress on activities outlined in the Strategic Plan.

Accomplishments from the 2011 Strategic Plan include:

Internal Program Integration Activities

- Developed a “Healthy Homes” selection option under the CDC Public Health and Human Services Block Grant funding stream; where local health departments have the opportunity to perform Healthy Homes Assessments and associated education outreach.
- Development of contract language, hazard-specific deliverables and a unified healthy homes checklist for home visits and local health complaint responses.
- Acquired full funding in a competitive grant application process from the Centers for Disease Control and Prevention (CDC) and partnered with a non-profit organization to carry out Healthy Homes Assessments in hundreds of homes in high-risk communities.

Technical Capacity Building

- Presented Healthy Homes Training to various health professionals, housing officials, and non-governmental organizations.
- Incorporated healthy homes principles into DPH Lead Inspector annual refresher course.
- Offered the 2-day National Center for Healthy Homes Essentials for Healthy Homes Practitioners course multiple times to partners throughout Connecticut.
- Presented healthy homes concepts and principles at the annual Environmental Health Training Program Course at Southern Connecticut State University.
- Presented DPH Healthy Homes Initiative accomplishments and plans at the annual meetings of the CT Environmental Health Association and CT Association of Housing Code Enforcement Officials, as well as to local health departments.



- Offered the Healthy Homes Webinar Series in collaboration with Yale's Office of Public Health Workforce Development to anyone interested, such as local health departments, other state code enforcement officials and the New England Lead Coordinating Committee. The webinar series is posted on the [TRAIN Connecticut website](#) for future reference (search for CT Healthy Homes).
- Worked with several cities to establish their own city-wide Healthy Homes Initiative to coordinate social, health, and environmental justice services provided through private/public industry and non-profit organizations.

Outreach

- Presented on healthy homes concepts and the state strategic planning work at the Connecticut Association of Housing Code Enforcement Officials, the New England Lead Coordinating Committee, the Connecticut Environmental Health Officials Annual Meeting, and at the Uncas Health District. These events generated strong interest, discussion and support. The events also helped identify partners for future collaboration.
- Provided presentations to Head Start Programs based on a Healthy Homes module developed by UCONN Cooperative Extension Service.

Materials Development

- Developed a Healthy Homes Website (www.ct.gov/dph/healthyhomes).
- Completed update of the [Environmental Hazards in the Home – A Guide for Homeowners, homebuyers, Landlords & Tenants](#).
- Developed Healthy Homes [Fact Sheets and print materials](#).
- Developed *Susie and Jerome Learn about a Healthy Home* [storybook](#) for children with a companion teacher/parent [guide](#).
- Published the *CT Healthy Homes Databook* on housing and health data for Connecticut in 2012.

Technical Assistance

- Provided technical assistance and training to partners who carry out Healthy Homes Assessments and follow-up site visits.
- Developed the Healthy Homes Assessment checklist and promote standardization of Healthy Homes Assessments across Connecticut.
- Developed the web-based Healthy Homes surveillance system.

External Agency Coordination

- The Connecticut DPH Healthy Homes Team submitted testimony and suggested language to the Connecticut Department of Economic and Community Development (DECD) for modification of the State's Consolidated Plan. The Plan was modified to include addressing additional environmental contaminants and home hazards as described by the U.S. Department of Housing and Urban Development's Healthy Homes Strategic Plan.
- Provided testimony to the Energy Efficiency Board to promote healthy homes interventions as part of weatherization services.
- Incorporated radon testing into lead-related home intervention visits conducted by local and regional partners.
- Established and convened a committee of housing partners to address deficiencies identified in federally-subsidized housing units throughout Connecticut.
- Partnered with over 20 agencies and non-profits in coordinating statewide healthy homes initiatives.



The successful implementation of the 2011 Healthy Homes Strategic Plan has built a strong foundation for Healthy Homes partners to continue and expand on this important work through the 2017 Healthy Homes Strategic Plan.

The Planning Process

Gathering data was an important first step to inform and guide the Strategic Plan. Data gathering efforts included discussions with DPH Healthy Homes leadership, a review of the 2011 CT Healthy Homes Strategic Plan, and review of Healthy Homes Inspection data and preliminary data report. HRiA also looked at past and current DPH Healthy Homes Efforts; Healthy CT 2020: The State Health Improvement Plan (SHIP), and The International Property Maintenance Code (IPMC) legislation that had been proposed at the time this Plan was developed.

Members of the Connecticut Healthy Homes Coalition met in March, 2017 to review the findings from the data gathering and participated in a facilitated strategic discussion to identify priorities for the 2017 Healthy Homes Strategic Plan. Coalition members met again in June for an all-day facilitated planning session to develop the draft goals, objectives and strategies for the identified priorities. Following an electronic review and feedback cycle, HRiA compiled the feedback, revised the Plan for overall consistency, consolidated the Plan components into three priorities, and made recommendations to CT Healthy Homes leadership. A final review by CT Healthy Homes Leadership resulted in the components which comprise the Plan elements outlined in this report.

See Appendix A for a more detailed description of the planning process. See Appendix B for a list of people who participated in the planning process.

The Plan

A strategic plan includes several key elements: a *vision* which articulates the preferred future we are trying to create as a result of our work; a *mission statement* that articulates a central purpose: whom do we serve, for what purpose, and in what ways that are unique or distinct? From that, specific *goals, objectives, and strategies* are developed to accomplish the mission and vision.

Priorities are key issues that provide a focus for planning. A goal is a broadly stated, non-measurable change in the priority area. It describes in broad terms a desired outcome of the planning initiative. Objectives articulate goal-related outcomes in specific and measurable terms. Objectives are narrow, precise, tangible, concrete and SMART (specific, measurable, achievable, relevant, time-phased). Success Measures are measure(s) of progress or completion of a goal or objective. These measures ultimately let your team know if the goal or objective was successful in impacting the priority. A strategy describes your approach to getting things done. It is less specific than action steps but tries broadly to answer the question, "How can we get from where we are now to where we want to be?".

Vision

Every Connecticut resident lives in a healthy and safe home environment.

Mission

The mission of the Connecticut Healthy Homes Coalition is to expand and maintain statewide partnerships and implement comprehensive policies and coordinated program activities that foster a healthy and safe home environment, reduce housing related health disparities, and improve community health outcomes.



Strategic Plan Priorities

Priority Areas	Strategic Plan Goals
1. Knowledge and Awareness	Goal 1: Promote the understanding and benefits of healthy homes principles to ensure healthy and safe homes.
2. Policies, Guidelines, and Practices	Goal 2: Develop and implement a uniform, coordinated statewide approach to achieve and maintain a healthy and safe home environment.
3. Workforce	Goal 3: Identify and develop a competent, multi-disciplinary workforce with a holistic approach and practice to achieve healthy homes.

These priorities are closely aligned with Healthy CT 2020: The Connecticut State Health Improvement Plan, as well as DPH’s strategic plan, which includes as a strategic priority, to align strategies to address and reduce health disparities related to lead poisoning and health hazards found in the home. DPH is monitoring related health indicators and targets through its Healthy CT 2020 [Performance Dashboard](#).

Who Is Impacted by a Healthy Home?

For this Plan, we have grouped those impacted by Healthy Homes by the three categories below. The examples listed for each category may not be all inclusive, and we recognize that some people may identify with more than one category. These categories are intended to be a starting point to identify those impacted by, and involved in, the implementation of this Strategic Plan.

General Public: People who rent or own their home.

Stakeholders: People who interact with, and have the opportunity to impact the perception of and behaviors conducted in a person’s home, such as: rental property owners, property management, law enforcement, healthcare providers, first responders, emergency personnel, Housing and Urban Development (HUD), Environmental Protection Agency (EPA), and the Centers for Disease Control and Prevention (CDC).

Healthy Homes Workforce: People who apply Healthy Homes practices as part of their work responsibilities, such as: public health professionals, local health departments, state health officials, state health department, and local code enforcement officials.

Health Equity

Objectives marked with this icon  represent health equity objectives and strategies for disadvantaged or vulnerable populations and those with significant health disparities.



Strategic Plan Elements by Priority Area

Priority Area 1: General Knowledge and Awareness

Over the past several decades, an increasingly large body of scientific evidence has established the link between housing conditions and inhabitants' health. The intention of the objectives and strategies in the General Knowledge and Awareness Priority Area is to utilize a variety of communication activities, targeted at the general public and specific stakeholder groups, to raise awareness of the benefits of a healthy home and the ways in which unaddressed hazards in the home environment can cause or exacerbate a number of illnesses and injuries.

Goal 1: Promote the understanding and benefits of healthy homes principles to ensure healthy and safe homes.

Objectives

1.1: Develop at least 15 new healthy homes communication activities for public awareness by 2020.

Success Measures

- *Number of communication activities delivered by the Healthy Homes Coalition, DPH Healthy Homes Program, or local health departments*
- *Number of visits to the DPH Healthy Homes website*

Strategies

- 1.1.1: Identify potential audience(s) and determine which to target with healthy homes information.
Target audiences may include:
 - Property owners
 - Renters
 - Owners of rental properties
 - High Risk Populations (e.g., children, elderly, communities with health disparities, pregnant women, etc.)
- 1.1.2: Review literature to identify best practices for healthy homes topics of interest or value to various target audiences.
- 1.1.3: Identify existing communication vehicles across the state that could be used for the various target audiences.
- 1.1.4: Develop specific message content to be delivered for each target audience via appropriate types of communication vehicles with special attention paid to populations with health disparities.
- 1.1.5: Promote and utilize the existing public platform (DPH Healthy Homes website) with up-to-date links to partner websites and available services in order to provide knowledge of and opportunities for occupant-centered healthy homes services.

7 Features of a Healthy Home

Clean – to reduce pests, dangerous chemicals, and asthma triggers

Dry – to reduce pests and mold

Safe – to reduce accidents and injuries

Free of Pests – to prevent diseases and reduce asthma triggers

Well Ventilated – to provide fresh air and reduce breathing problems

Free of Dangerous Chemicals (like lead, asbestos, radon) – to reduce poisonings, injuries, and other harmful effects

Well Maintained – to keep small problems from becoming big problems

From the Healthy Homes Data Book, Connecticut Department of Public Health, Healthy Homes Initiative



1.2: Develop at least 15 healthy homes communication activities intended for stakeholder awareness by 2020.

Success Measures

- *Number of emails and mailings sent to stakeholders*
- *Number of visits to DPH Healthy Homes website*
- *Number of Healthy Homes-related activities created as a result of communication activities (e.g. booths at health fairs, presentations, educational mailings, videos created, etc.)*

Strategies

1.2.1: Identify target audiences for specific best practice policies not required by state or local law, but which are integral to a Healthy Homes comprehensive approach.

Target audiences may include:

- Landlord Associations
- Property Management Companies
- Realtor Associations
- State and Federal Subsidized Housing Funders
- Funders
- Lenders
- Code Enforcement Officials
- Legislators
- Primary Care Providers

1.2.2: Identify partners who can promote and/or assist with adoption of specific best practice policies.

1.2.3: Develop, identify and provide resource materials to assist with adoption and implementation of specific best practice policies.

1.2.4: Develop messages and communication strategies for specific best practices, including ROI/benefits from adopting best practice policy.

Potential Partners and Resources Priority Area 1: General Knowledge and Awareness

- Code Enforcement Officials
- Community Based Organizations
- Department of Energy and Environmental Protection (DEEP)
- Local Health Departments
- Landlords/ Landlord Associations
- Local and Federal Subsidized Housing Funders
- Lenders
- Legislators
- Parent and teacher organizations (PTO's)
- Property Management Companies
- Primary Care Providers
- Realtor Associations
- Connecticut Health Improvement Coalition



Priority Area 2: Policies, Guidelines, and Practices

The Policies, Guidelines, and Practices Priority Area emphasizes the importance of addressing hazards in the home environment using a coordinated and systemic approach of adherence to health and safety best practices. It also focuses on the adoption of the Connecticut Healthy Homes Approach, providing comprehensive healthy homes data, identifying funding sources to subsidize the identification and elimination of health and safety hazards for populations in need, and supporting the adoption of a state-wide property maintenance code.

Health and safety best practices target non-regulatory health and safety hazards such as smoking in the home or not having an exhaust fan in the bathroom which increases the chance of mold growth. Both of these hazards can exacerbate asthma and other breathing conditions. These types of activities are not violations of law; however, they can significantly impact the health of home occupants.

The Connecticut Healthy Homes Approach refers to the full Healthy Homes Assessment conducted within the home by a local code enforcement official (e.g., local health department).

The rationale for adopting a healthy homes approach is simple: the use of education and physical interventions to simultaneously address the shared, underlying causes of multiple home hazards will allow agencies and organizations to decrease costs, increase efficiency, and improve health outcomes.

Goal 2: Develop and implement a uniform statewide approach to achieve and maintain a healthy and safe home environment.

Objectives

2.1: By 2018, create an expanded definition of healthy homes to include existing health and safety codes and best practices.

Success Measures

- *Expanded definition created*

Strategies

- 2.1.1: Identify key stakeholders involved (including federal, state, local/municipal stakeholders).
- 2.1.2: Convene key stakeholders to meet and define components, issues, codes/statutes/regulations (codified and non-codified) and best practices that should be covered by and included in the Connecticut Healthy Homes Approach.
- 2.1.3: Create recommendations and messaging for communication of the definition (websites, Federal/State directives, etc.).

2.2 By 2020, promote integration and adoption of the Connecticut Healthy Homes Approach in at least three (3) communities to address health and safety best practices.

Success Measures

- *Numbers of communities where local officials (LHD, housing department, building department, CHW's) have adopted the Connecticut Healthy Homes Approach, DPH checklist and use of the Healthy Homes surveillance system.*



- *Number of non-regulatory health hazards that are found in the home, and are found to be corrected upon re-inspection.*
- *Number of code violations that are found in the home, and are found to be corrected upon re-inspection.*

Strategies

2.2.1: Identify and reach out to communities who have already adopted the Connecticut Healthy Homes Approach and are enforcing health and safety laws (e.g., Torrington, Milford) and document lessons learned.

2.2.2: Develop a statewide model for local adoption of the Connecticut Healthy Homes Approach.

Model should include:

- Return on Investment (ROI)
- Exploration of innovative financing methods
- Cooperative compliance (Definition: how code enforcement officials and property owners work together to gain compliance)
- Best practices for managing non-regulatory health hazards
- Scientific basis of potential health risk
- Surveillance System use
- Enforcement
- Checklist / Recommended improvements
- Referral component
- Existing statewide funding options for remediation efforts (local funding to be tracked at the community level)
- Communication
- Parties/Partners involved at the state and local level

2.2.3: Present the model to community leaders and decision makers (e.g., the Council of Governments (COGs), legislature, and CT Council of Municipalities (CCM)).

2.2.4: Ask for three (3) communities to pilot the model.

2.2.5: Provide technical assistance to pilot communities (coordinate with Priority Area 3: Workforce).

2.2.6: Evaluate how successfully pilots were implemented and document successes and barriers/challenges to implementation.

2.2.7: Revise model, if necessary, and replicate in additional communities.

2.3 By 2020, provide access for partners to comprehensive compiled data for planning and coordination of Healthy Homes activities.

Success Measures

- *Compiled data accessible by partners*

Strategies

2.3.1: Create overlay distribution maps based on data from separate focus area programs (e.g. lead, asthma, etc.) to identify “hot spots” and disparities by race, income, ethnicity, geographic location, etc.

2.3.2 Develop statewide prevalence maps and distribute to key stakeholders.

2.3.3 Develop a statewide data book of Healthy Homes inspection data and trends.



2.3.4 Explore drafting new codes/statutes based on findings from housing data, e.g. representing health hazards with high prevalence that are not currently enforceable by law/code.

2.3.5 Identify key health indicators and priority subpopulations are included in the update of the Healthy Connecticut 2020 (HCT2020) State Health Assessment.

2.4: By 2019, increase the number of partners supporting the adoption of a statewide property maintenance code (PMC).

Success Measures

- *Number of outreach activities conducted*
- *Number of new partners providing support to the adoption of the PMC*

Strategies

2.4.1: Provide feedback to the ENV (environmental) working group of HCT2020 on PMC support materials (e.g., new white sheet).

2.4.2 Support the ENV working group by reaching out to HCT2020 identified partners by asking for their support for the adoption of the PMC (e.g., letters of support).

2.5 By 2020, research and identify funding source(s) to subsidize the identification and elimination of health and safety hazards in privately owned low-income housing throughout the state. 📄

Success Measures

- *% of state funding (e.g., per capita funding) that is directed to healthy homes activities by LHDs*
- *Number of grant funding opportunities identified*

Strategies

2.5.1: Explore funding options for pilot communities.

2.5.2 Explore financial-based criteria and funding sources for home owner assistance to correct violations.

2.5.3 Establish, maintain and distribute an up-to-date list of funding sources.

2.5.4 Encourage and increase the use of DPH administered state funding by LHDs to support the Connecticut Healthy Homes Approach.

Potential Partners and Resources for Priority Area 2: Policies, Guidelines, and Practices

- Agriculture Experiment Station
- Animal Control (Department of Agriculture)
- Children's Hospitals
- Community Based Organizations
- Connecticut Association of Directors of Health (CADH)
- Connecticut Association of Housing Code Enforcement Officials (CAHCEO)
- Connecticut Building Association
- Connecticut Chapter of American Academy of Pediatrics
- Connecticut Chapter of the American Planning Association
- Connecticut Chiefs of Police
- Connecticut Council of Municipalities (CCM)



- Connecticut Environmental Health Association (CEHA)
- Connecticut Fair Housing Center
- Connecticut Fire Chiefs
- Connecticut Fire Marshal's Association
- Connecticut Greenbank
- Connecticut Health Improvement Coalition (HCT 2020)
- Connecticut Housing Finance Authority
- Connecticut State Department of Public Health (DPH)
- CT Chapter, American Academy of Pediatrics
- CT Housing Coalition
- CT Housing Coalition
- CT Department of Housing
- CT Office of Early Childhood
- Department of Children and Families (DCF)
- Department of Energy & Environmental Protection (DEEP)
- Department of Housing
- Department of Mental Health and Addiction Services (DMHAS)
- Department of Social Services (DSS)
- Division of Criminal Justice
- Eversource
- Home visiting programs/organizations
- Hospitals
- HUD Region 1 Office and/or the Hartford Office
- Legal Aide
- Local Health Departments (LHD)
- Local Public Housing Authorities
- Maternal and Child Health (MCH) Coalition
- Office of State Building Inspector DAS/DCS
- Office of State Fire Marshal DAS/DCS Partnership for Stronger Communities
- Pediatric Medical practices
- Primary Care Providers
- Putting on Airs Programs
- Regional Councils of Governments (RCOG)
- Town Planners
- United Illuminating
- Weatherization companies and programs



Priority Area 3: Workforce

A competent, multi-disciplinary healthy homes workforce is integral to promoting and implementing the Connecticut Healthy Homes Approach. This priority area addresses the importance of educating the existing healthy homes workforce on the Connecticut Healthy Homes Approach as well as providing healthy homes training activities for multi-sector stakeholders.

Stakeholders are those who interact with, and have the opportunity to impact perceptions of and behaviors conducted in a person's home environment. These stakeholders are often in homes as part of their work, e.g., property owners of rental properties and first responders. Training them on the Connecticut Healthy Homes Approach and the benefits of collaborating with healthy homes professionals can significantly increase the impact of healthy homes efforts across the state. Many of these stakeholders have unique opportunities to inform people about healthy homes principles and resources available to them, and can provide an important voice for the reporting of healthy homes related hazards that exist in the home.

Goal 3: Develop a competent, multi-disciplinary workforce, including stakeholders, to apply a holistic approach to achieving a healthy home.

3.1: Identify and engage healthy homes workforce and multi-sector stakeholders to enhance implementation of the Connecticut Healthy Homes Approach.

Success measure:

- *Number of stakeholders participating in activities, trainings, and Healthy Homes Coalition meetings*
- *Number of new stakeholders engaged in healthy homes initiatives*

Brainstormed Strategies

- 3.1.1: Review existing lists of workforce stakeholders who will benefit from training (e.g., Home Improvement Contractors and Workers (Renovators), Investment (Rental) Property Owners, Residential Property Maintenance Staff and Workers, House Painters, etc.) and identify gaps.
- 3.1.2: Send outreach messages in order to engage existing and new stakeholders (e.g. email, letter via snail mail, etc.).
- 3.1.3: Convene multi-sector workforce stakeholders through Coalition meetings to share, leverage and coordinate healthy homes workforce activities.

3.2: By 2020, offer four (4) healthy homes related training opportunities.

Success measure:

- *Number of offered trainings*
- *Number of shared opportunities*
- *Number of leveraged opportunities*
- *Number of times trainings on CT TRAIN are accessed.*

Brainstormed Strategies

- 3.2.1: Perform an assessment/inventory of existing workforce and stakeholder trainings.



- 3.2.2: Identify opportunities for collaboration and sharing existing materials and trainings through CT TRAIN.
- 3.2.3: Record trainings/webinars and make available through CT TRAIN.
- 3.2.4: Promote healthy homes training opportunities through a variety of communications methods (e.g., website, email)
- 3.2.5: Establish tracking mechanism for trainings, partners and impact of training for healthy homes workforce and stakeholders.
- 3.2.6 Explore funding sources to subsidize training focused on low-income workers and youth who will be entering the workforce.
- 3.2.7 Explore integrating Healthy Homes training (Healthy Homes 101) into the State Vocational School curricula.
- 3.2.8 Identify if partners require CEUs and explore adding CEUs to appropriate trainings.
- 3.2.9: Utilize Healthy Homes Coalition meetings to inform Coalition members about of current trends, happenings in other states, and Healthy Homes best practices.

Potential Partners and Resources for Priority Area 3

- Agencies on Aging
- Asbestos Abatement Contractors
- Asbestos inspectors
- Asthma programs
- Companion & homemaker type orgs
- Community Action Agencies
- Community Health nurses
- Community mental health and social work providers and agencies
- CT Department of Consumer Protection (DCP)
- CT Department of Children and Families (DCF)
- DPH approved Lead and Asbestos Trainers
- Home Daycare Providers
- Housing Authorities
- Labor Unions
- Lead Abatement Contractors
- Lead Consulting Contractors
- Lead inspectors
- Local health departments
- Local HUD inspectors, including Section 8
- Local senior centers
- Meals on Wheels
- Programs that perform home visits
- Office of State Building Inspector
- Office of State Fire Marshal
- Public safety (Police, Fire)
- Radon inspectors
- UConn School of Public Health
- Weatherization Auditors
- Workforce Development Agencies
- Yale School of Public Health



Strategic Plan Action Planning for Implementation

The CT Healthy Homes Coalition will be reconvening working groups; one for each of the priority areas. These groups will develop annual action plans; defining activities to accomplish each strategy, assigning leads and implementers, and establishing a timeline for implementation. These workgroups will track progress and learnings to guide subsequent annual implementation planning. Progress will be shared with the Connecticut Health Improvement Coalition.



Appendix A: Healthy Homes Strategic Planning Process

On March 16, 2017, members of the Connecticut Healthy Homes Coalition gathered at the Katherine A. Kelley State Public Health Laboratory (the State Lab) for a strategic discussion facilitated by HRiA. HRiA presented an overview of the process for the development of the 2017 CT Healthy Homes Strategic Plan and facilitated discussions to highlight how the Healthy Homes Strategic Plan links with other state initiatives and to identify priorities for the 2017 CT Healthy Homes Strategic Plan. Participants also reviewed the agenda for the upcoming all-day strategic planning session.

HRiA worked with DPH Healthy Homes leadership to design an agenda for an all-day, rapid strategic planning process to develop the goals, objectives and strategies which make up the main components of the Strategic Plan. HRiA's trademarked strategic planning approach is called Facilitating Alignment and Strategic Thinking (FAST™). It is an efficient and effective rapid strategic planning process, which, unlike a traditional strategic planning process that can take many months and be costly, is a shorter, more cost-effective approach that produces high-quality results and delivers high value and satisfaction for stakeholders.

The main outcomes from this strategic discussion were feedback on the mission statement, and the identification of four priority areas for the 2017 Strategic Plan:

- Knowledge and Awareness
- Policies, Guidelines and Practices
- Programs
- Workforce

On April 3, 2017, members of the Connecticut Health Homes Coalition gathered at the State Lab for the all-day process to develop a draft a Strategic Plan for the priorities identified in the Strategic Discussion. Each of the priority area working groups were guided through the process by a HRiA facilitator. The current vision and revised mission of the Connecticut Healthy Homes Coalition were used to develop the goals, objectives and strategies with interactive input from the participants. Following the all-day session, the draft Strategic Plan was circulated for electronic feedback. HRiA compiled the feedback, revised the Plan for overall consistency, consolidated the Plan components into three priorities, and made recommendations to CT Healthy Homes leadership. A final review by CT Healthy Homes Leadership resulted in the components which comprise the Plan elements outlined in this report.



Appendix B: Healthy Homes Strategic Planning Participants

The development of this Strategic Plan can be credited to the participation, collaboration, and dedication of several members representing key organizations throughout the State of Connecticut. All participants worked toward a common mission of protecting our residents and preventing negative environmental-related health outcomes. A large message of thanks is sent to everyone who contributed their time and expertise to this Plan.

March 16, 2017 Strategic Discussion Participants

Katie Baldwin, LLHD
Alan Buzzetti, CT Children's Healthy Homes
Mike Gurecka, New Opportunities/CAFCA
Mehul Dalal, DPH
Judith Dicine, Division of Criminal Justice
Linda Forman, DEEP
Christin Hahn, DPH
Richard Lee, Waterbury Health Department
Nicholas Palermo, Waterbury Health Department
Kim Ploszaj, DPH
Marian Storch, DPH
Ryan Tetreault, DPH
Brian Toal, DPH
Terri Trenholm, DAS/DCS/OSFM
Krista Veneziano, DPH

On the phone:

Leslie Balch, QVHD
Marie Bournaki, DPH Asthma
Kathryn Crees, Access Agency
Marco Palmeri, Southington/Plainville
Edith Pestana, DEEP
Michael Santoro, DOH
Barbara Walsh, DPH Tobacco
Jennifer Frazier, Bridgeport Health Department

HRiA Facilitators:

Donna Burke, HRiA
Amanda Ayers, HRiA



April 3, 2017 Strategic Planning Session Participants

Priority Area 1: Knowledge and Awareness

HRiA Facilitator: Kathleen McCabe, HRiA

Katie Baldwin, LLHD
Christine Hahn, DPH
Diane Smith, CHFA
MaryBeth Smuts, EPA
Ryan Tetreault, DPH

Priority Area 2: Policies, Guidelines, and Practices

HRiA Facilitator: Donna Burke, HRiA

Alan Buzzzetti, CT Children's Medical Center
Judith Dicine, Division of Criminal Justice
Michelle D'Onofrio, State of CT/DSS
Marian Storch, DPH
Krista Veneziano, DPH

Priority Area 3: Coordinated Programs and Efforts

HRiA Facilitator: Stacey Chacker, HRiA

Mehul Dalal, DPH
Linda Foreman, DEEP
Richard Lee, City of Waterbury
Kimberly Ploszaj, DPH
Christopher Prokop, CCHHP/Yale Lead Program

Priority Area 4: Workforce

HRiA Facilitator: Amanda Ayers, HRiA

Marian Heyman, DPH
Allison Sullivan, DPH
Kathi Traugh, Yale School of Public Health
Terri Trehholm, DAS/DCS/Office of State Fire Marshal



Appendix C: Acronyms Found in this Strategic Plan

CADH: Connecticut Association of Directors of Health
CAFCA: CT Association for Community Action
CAHCEO: Connecticut Association of Housing Code Enforcement Officials
CCHHP: CT Children's Healthy Homes Program
CCM: CT Council of Municipalities
CEHA: Connecticut Environmental Health Association
CHFA: Connecticut Housing Finance Authority
COG: Council of Governments
DPH: Connecticut Department of Public Health
CT: The State of Connecticut
DAS: Department of Administrative Services
DCF: Department of Children and Families
DCS: Division of Construction Services
DEEP: Department of Energy & Environmental Protection
DMHAS: Department of Mental Health and Addiction Services
DOH: Department of Health
DPH: Department of Public Health
DSS: Department of Social Services
EPA: Environmental Protection Agency
FAST™: Facilitating Alignment and Strategic Thinking
HCT2020: See SHIP
HH: Healthy Homes
HRiA: Health Resources in Action, Inc.
HUD: Housing and Urban Development
IPMC: The International Property Maintenance Code
LHD: Local Health Departments
MCH: Maternal and Child Health
MIECH: Maternal, Infant and Early Childhood Home Visiting Program
OPM: Office of Policy and Management
OSFM: Office of the State Fire Marshal
PMC: See IPMC
QVHD: Quinnipiack Valley Health District
RCOG: Regional Councils of Governments, see also COG
ROI: Return on Investment
SHIP: State Health Improvement Plan
SMART Objectives: specific, measurable, achievable, Relevant, time-phased
SWOT: Strengths, Weaknesses, Opportunities, Threats (used in assessing an organization)

