

Brattleboro Retreat Strategic Initiatives

Due to the COVID-19 pandemic developing a strategic plan for 2020-2023 was put on hold. A Strategic Plan for 2022-2025 is currently in development and will be posted in the 4th Quarter 2022.

The 2017-2019 plan was officially approved by the hospital's Board of Trustees on May 22, 2017. The three- year plan outlined a host of strategic initiatives that are organized under four main categories: Focus on Clinical Excellence; Achieve Financial Stability; Increase Accountability; and Reimagine our Historic Campus.

How was the Retreat's 2017—2019 Strategic Plan Developed?

Development of the Brattleboro Retreat's Strategic Plan for 2017—2019 was guided by a committee of Board and senior management representatives. It was conceived over a six-month period with the help of input from internal and external stakeholders including Retreat staff, other hospitals and providers, community members, government officials, and former patients. Valuable insights were gathered using a variety of methods including more than 300 responses to an employee survey. Focus groups were also conducted involving members of union leadership, the hospital's Consumer Advisory Council, and clinical managers.

The plan also drew on a wealth of quantitative data based on national market studies, current financials, service contracts, and current and past philanthropy planning. All of this insight and information aided in the creation of the Brattleboro Retreat's strategic plan.

Summary of Achievements:

- **“Focus on Clinical Excellence”:** Aligned all programs to evidence-based clinical practices and value-based outcome measures.
- **“Achieve Financial Stability:** Developed and executed a financial plan that achieved targeted margins and stabilized operations.
- **“Increase Accountability”:** Increased accountability at all levels of the organization.
- **“Reimagine our Historic Campus”:** We continued to create a long term vision for the care delivery environment that addressed the needs of patients, programs, staff and services.

Summary of Process for Openness & Public Participation

The Brattleboro Retreat keeps the community informed with regular appearances and/or memberships with the Brattleboro Select Board, Brattleboro Development and Credit Corporation (BDCC), Brattleboro Chamber of Commerce, the Windham County Legislative Delegation, Southeastern Vermont Economic Development Strategies (SeVEDS), the Rotary Club of Brattleboro, and ongoing collaborations with other community organizations including Brattleboro Memorial Hospital, Grace Cottage Hospital, Health Care and Rehabilitation Services (HCRS), Rescue Inc., the Brattleboro Police Dept., and area schools.

The Brattleboro Retreat is a private not-for-profit organization governed by a volunteer board of trustees. The board meets regularly and provides an opportunity for public comment on matters relating to Brattleboro Retreat operations.

For information regarding public comment and meeting dates, please contact: Brenda Nichols, Executive Coordinator, Brattleboro Retreat, PO Box 803, Brattleboro, VT 05302. Phone: (802) 258-6103; Fax: (802) 258-3796.

Strategic Plan & Financial Information

- As a private not-for-profit organization, the Brattleboro Retreat does not make detailed copies of the hospital's strategic plan available to the public. However, we are happy to provide a general overview/outline of our 2017—2019 strategic plan: *Setting a New Standard*. For a copy of the overview, please contact Konstantin von Krusenstiern (contact information below).
- In 2019 the Brattleboro Retreat spent approximately \$2,666,031 on capital improvements.
- Questions regarding any strategic planning issues or opportunities for public input may be addressed to Erik Rosenbauer, Vice President of Government Relations, Marketing, Communications and Emergency Services.

For more information, please contact:
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