



Brattleboro Retreat

Strategic Initiatives—2017

2017 marked the first year of the Retreat's 2017—2019 strategic plan entitled ***Setting a New Standard***. The plan was officially approved by the hospital's Board of Trustees in May, 2017. The three-year plan outlines 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?

The planning process took more than six months. It was guided by a committee of Board and senior management representatives with input from:

- employees (including union leadership)
- community members
- consumers
- other hospitals and providers
- government officials
- national market studies
- current financials and service contracts
- donors.

Summary of Progress in 2017

- **"Focus on Clinical Excellence" 2017 Summary of Achievements:** Adopted research-driven, evidence-based programming including Dialectical Behavior Therapy (DBT) and Acceptance and Commitment Therapy (ACT) in programs across the hospital; successfully piloted tele-psychiatry services in inpatient and partial hospital program settings to remove barriers to treatment and help more people get needed care; partnered with Brattleboro Memorial Hospital's emergency department to provide real time consultations for patients experiencing acute psychiatric distress; expanded our ability to utilize the clinical information capacities of our electronic medical record.
- **"Achieve Financial Stability" 2017 Summary of Achievements:** Modernized our claims submission systems and hired and trained new staff members in our Patient Financial Service Department; brought our Admissions Department under the wing of Patient Financial Services to optimize the billing/revenue cycle and provide better customer service; standardized the data collection procedures we follow upon each patient admission; established a process to provide uninsured patients with on-the-spot Medicaid eligibility.
- **"Increase Accountability" 2017 Summary of Achievements:** Launched a robust clinical education schedule to train direct care staff in the use of evidence-based programming skills (DBT and ACT); designed a Manager Training Academy; launched new recruitment initiatives that use social media and digital strategies; rolled out an expedited hiring process; piloted new staff retention initiatives.
- **"Reimagine our Historic Campus" 2017 Summary of Achievements:** Prepared for the adoption of clean energy alternatives and the use of renewable resources; started early discussions on

ways we might establish new strategic partnerships, anticipate campus improvements that dovetail with anticipated changes in medical practice, and develop a master plan for future campus improvements.

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, Building a Better Brattleboro, 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.

In addition to its regular treatment and professional education services, the Brattleboro Retreat offers numerous programs to the community free of charge, including various lectures, forums, and special educational events. The feedback of patients, their families, and community members is of great importance to the Brattleboro Retreat.

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:

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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 2017 the Brattleboro Retreat spent approximately \$920,000 on capital improvements. The depreciation schedule was approximately \$1.9 million. Questions regarding any strategic planning issues or opportunities for public input may be addressed to Konstantin von Krusenstiern, Vice President of Development & Communications.

For more information, please contact:

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