



Strategic Plan 2022-2025

**Looking
Forward to
the Future**

**PREPARED BY
RHW STRATEGIC
PLANNING COMMITTEE**





Our Mission

To facilitate and promote health and wellness in the Rangeley Lakes region.

Strategic Vision

To be the leader for wellness and fitness services accessible to everyone in the Rangeley lakes region.



CORE VALUES

- Be welcoming and accessible to all members of the community and integrate the values of equity and inclusion into all aspects of the organization.
- Be visionary and innovative to stay at the forefront of wellness and fitness.
- Be a high-performing, accountable, financially viable, transparent, and data-driven organization that produces the best possible outcomes for those we serve.
- Be a premier non-profit for which to work and/or support philanthropically.
- Be responsive and adaptable to current and emerging needs and opportunities for significant community impact.
- Be willing to extend our reach through partnerships, collaborations, and outreach.
- Have the vast scope of our programs and services be well known and valued in the community.
- Be a trusted, respected, and compassionate organization.

Strategic Goals

Prioritizing the Need

Based on our 2021 Strategic Planning Research and Community Survey, RHW will prioritize programs and services that support four specific areas advancing the health and wellness of the community: Children and Teens, Seniors, Behavioral Health, and Fitness for All.

Executing the Mission

Examine all activities, programs, and services through the lens of our four priority areas: Children and Teens, Seniors, Behavioral Health, and Fitness for All. Build and maintain programs and services that facilitate and promote health and wellness in these areas.

Measuring What Matters

Grow our practice of establishing research-based, measurable outcomes for all aspects of RHW.

Investing in our Capabilities

Enhance the practices, operating systems, and facilities and promote high performance within RHW. Invest in hiring and retaining highly qualified, skilled, and motivated employees.

Ensuring our Sustainability

Examine the efficacy of dollars raised and implement financial strategies that ensure RHW will prosper for future generations.

Advancing our Accessibility

Improve RHW's accessibility and inclusivity in the community through outreach, collaboration, partnerships, and physical improvements.

Communicating What We Do

Improve communication and marketing of our identity, mission/vision, programs, services, and brand.

Prioritizing the Need

In 2021, the Strategic Planning Committee conducted online surveys of community stakeholders, RHW members, and non-members. These surveys were followed by in-depth personal interviews of constituents, including year-round and seasonal residents of Rangeley, RHW staff, RHW Board members, and Rangeley high school students. The purpose of the survey was to assess the perception of the mission of RHW, evaluate the understanding of RHW's program offerings, and identify strategic opportunities for growth based upon the needs of the constituency and the community. Four specific priorities were identified by the survey: behavioral health, programs for children and teens, programs for seniors, and "fitness for all."

**BEHAVIORAL
HEALTH**

**CHILDREN
& TEENS**

SENIORS

FITNESS FOR ALL



EXECUTING THE MISSION



Since its inception, Rangeley Health and Wellness has made tremendous strides in meeting the needs of the community, including physical rehabilitation services, a fitness center, and diverse programming for seniors, children, and teens. As a 501 (c) (3) organization whose mission is to facilitate and promote health and wellness in the Rangeley region, we must always ask ourselves if we are serving our community in the best way and reaching the most significant number of people in need. Looking ahead, we seek to strengthen and grow our services and expand our base of participants in all organization sectors.

Closely examine the Mission Statement to make sure it clearly communicates who we are and what we do.

Define what "Wellness" and "Fitness for All" means to RHW and communicate that to the staff and the community

Establish Fitness for All, Programs for Children and Teens, Senior Services, and Behavioral Health as priority outcome areas for RHW.

Seek opportunities and strategies to collaborate with other health providers in the region, such as Rangeley Family Medicine, to improve health-related outcomes for people in the community.

Measuring What Matters



How are we making a difference? Is our work making meaningful, measurable improvements for individuals, families, and the overall community? Can we help our staff use data to connect daily activities and RHW's overall mission? These are the questions that underlie this goal. It considers how we institutionalize a culture of continuous learning at all levels of the organization and how we help staff use data to connect individual action and the overall mission.

Strategies

Continuously measure the sustainability of the organization.

Establish specific goals and measurable outcomes for each department.

Use data gleaned from strategic research and partnerships.

Engage Board members in supporting the implementation of goals and outcomes.

Investing in Our Capabilities

As an organization that began in 1994, RHW recognizes the need to stay adaptable and nimble to meet our region's dynamic needs. Doing so requires continually updating operating infrastructure, including our physical spaces, systems, and technology. It also demands that we invest in the people who allow us to thrive in this shifting landscape. As the community's needs evolve, we will seek new and better ways to serve.

Continue to invest in and improve the physical spaces that provide the best experiences for all who utilize our services.

Seek opportunities to attract and retain a well-qualified, dedicated staff to become mission-driven leaders.

Create learning opportunities and an environment that encourages and respects personal and professional growth for RHW staff.

Attract and develop a diverse Board of Directors who advocate and model leadership for the organization.

Continue to explore opportunities to develop long-term plans that expand the facility to accommodate additional activity space.

Ensuring our Sustainability

In everything we do, RHW seeks to build a financially sustainable organization. It is the intentional use of our philanthropic dollars that drives our four priority areas. We will continue to focus on using a multi-faceted approach to funding the organization that is ambitious, goal-oriented, realistic, and achievable. Through these activities, we will develop a strong philanthropic case for support to be shared widely.

Strategies

Determine each program's direct and shared costs to establish an acceptable funding gap, which will help determine an affordable fee structure and philanthropic need.

Establish a program funding model and rental fee structure that adequately supports the operation when supplemented with philanthropy.

Be a leader. Collaborate with Rangeley's business and non-profit community to establish and promote shared outcomes that are instrumental to Rangeley's growth and development.

Build the endowment through solicitations and planned gifts.

Continue to align our programs and services with the needs of the community and the core values of RHW while remaining adaptable and nimble to philanthropic trends.



Advancing Accessibility

RHW is a place for *every body, every age, every day*. We strive to create an environment where participants are accepted and invited to fully participate in our myriad programs and services.

To achieve this goal, we must listen to the community, be transparent, approachable, and welcoming to all.

Expand our network of collaborative organizations to maximize opportunities for health and wellness services in the region.

Implement outreach programs that expand our services and activities into the community.

Host events and educational opportunities to promote what we do and encourage families and individuals to learn about the offerings at RHW.

Explore and support opportunities for improving transportation within the community and beyond.

Create a culture at RHW in which all community members feel welcome and are celebrated.



Communicating What We Do

The survey respondents spoke loud and clear – we need to communicate better about the breadth and depth of our programs at RHW. A strong marketing plan will help us educate the community about the benefits of wellness and fitness, the importance of a healthy lifestyle, and how RHW can help meet their needs.

Develop a comprehensive marketing plan utilizing multiple approaches

Update current marketing materials including the RHW website and signage

Utilize the most up-to-date marketing strategies including QR coding and analytics.

Develop a marketing campaign that prioritizes health outcomes in the community by increasing awareness for – and participation in – RHW programs



The Future Starts Today

Rangeley Health and Wellness is committed to being a leader for wellness and fitness in the Rangeley Lakes Region, now and in the future.

The Strategic Planning Committee would like to thank everyone who participated in developing this Strategic Plan: online survey respondents, community interviewees, Rangeley Lakes Regional School students, Rangeley Health and Wellness staff and Board members.

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