

Tamworth Community Nurse Association
A STRATEGIC PLAN
Written in its 100th Year
June 2022

Mission Statement

The Tamworth Community Nurse Association (TCNA) is a free skilled nursing service non-profit organization whose mission is:

- To promote the physical, mental and social well-being of all residents of Tamworth;
- To encourage and maintain a healthy, vibrant community;
- To offer individuals of all ages free-of-charge skilled nursing care;
- To provide educational programs and assistance by coordinating access to other available services and resources

Organizational Priority Statement

Services will remain free to all Tamworth residents, and TCNA will act as a “hub” for the health and well-being of the Tamworth Community. TCNA provides:

- Nursing care
- Physical help
- Service referrals
- Assistance with Advance Directives/hospice care
- Emergency intervention and assistance
- Health & health services education
- Watchful oversight for community issues

Aspiration

To employ best practices in all that we do and be a model for rural health care.

Background

Early in the 20th century Tamworth residents recognized the need for healthcare in this community and established TCNA in 1921. Celebrating its 100th anniversary in 2021, TCNA has been ably led for over 20 years, by Executive Director, Jo Anne Rainville, RN. During Jo Anne's tenure the organization greatly improved its financial position, created a growing endowment fund, and built a strong and committed board of directors. TCNA has a remarkable history of supporting the community and offers a range of services for people who reside in Tamworth. Like many rural communities, Tamworth has faced increasingly complex health challenges from the opioid crisis to an aging population, and now, as a community, dealing with climate change, and COVID. TCNA has anticipated the need to face these issues and plan for the coming generation of families and the challenges they will encounter.

In late 2020, the Board of Directors (BOD) and Executive Director (ED) agreed to the creation of a five-year strategic plan. The organization embarked on a formal planning process to define the next phase of efforts. An outside consultant volunteered to enable voices in the community to speak to their aspirations and to the organizational strengths and challenges of the association. This planning process is focused on a high-level vision of goals and strategies over a five-year+ horizon with the intent of gaining consensus among Board and staff, empowering them all to move forward with a united front.

Preparation

The following activities were carried out in preparation for the plan's development:

- A review of existing planning documents, the website, and conversations with the Executive Director, and other staff members
- Sixteen 30- 60 minute interviews with Board members, staff, and members of the Tamworth Board of Selectmen
- 221 survey responses from local business owners, workers, residents, and donors
- 4-hour session with Board members and staff to discuss visioning and the organization's future

Core Goals for Next Five Years

- 1. Increase the capacity of TCNA to serve the Tamworth community**
- 2. Implement plans, policies, and processes for delivering organizational excellence**

- 3. Be responsive to community needs and changing demographics
- 4. Strive for financial sustainability
- 5. Increase community awareness of who TCNA is
- 6. Share knowledge with other towns – Be a model for rural healthcare

Goals with Strategies for Next Five Years

Please note: Goals 1 & 2 are linked, and overlap, either could come first.

Goals	Strategies	Who	When
1. Increase capacity to serve the Tamworth Community	1. Determine what “increasing capacity” means: <ul style="list-style-type: none"> a. Gather information & report on: <ul style="list-style-type: none"> i. What are the demographics of the town? ii. What proportion of the population do we serve? iii. Whom do we serve now? <ul style="list-style-type: none"> 1. # of individuals? 2. Types of service? 3. Age distribution of those served? iv. What does the town need/want from us? <ul style="list-style-type: none"> 1. Conduct a survey 2. Reconvene and present data findings & recommendations to the BOD 	ED & Strategic Planning Committee Emily	Completed/Ongoing 6-15-22

	<p>2. Address current limitations to increasing capacity:</p> <ul style="list-style-type: none"> a. Sustainably staff to maintain the <u>present</u> level of service: <ul style="list-style-type: none"> i. Hire an additional RN ii. Make decisions on healthcare benefits related to all full-time staffing positions iii. Address current TCNA space limitations. Are there some short-term solutions? <p>3. Develop a transition-succession from current ED to future RN Staffing</p> <ul style="list-style-type: none"> i. Budget ii. Model iii. Skill sets job description <p>4. Improve support systems/processes in the office</p> <ul style="list-style-type: none"> i. Data collection & management <p>5. Build a larger home for TCNA</p> <ul style="list-style-type: none"> a. Space Needs <ul style="list-style-type: none"> i. Determine space needs, present & future ii. Use of space – who else might use the space? b. Building <ul style="list-style-type: none"> i. Site Selection ii. Design & construction documents iii. Construction budget c. Create operating budget for future space <p>6. Create a capital campaign committee and write a campaign</p>	<p>ED, Personnel Comm., BOD</p> <p>Building Committee</p> <p>ED, Personnel Comm.</p> <p>Quality Assurance (QA) & Admin. Assistant</p> <p>ED & Building</p> <p>ED & Building Committee</p>	<p>Fall '22-March '23</p> <p>Ongoing</p> <p>When building plan is completed</p> <p>Ongoing</p> <p>Ongoing '22 -'23</p> <p>When building plan is complete.</p>
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2. Implement plans, policies, and processes for delivering organizational excellence	<ol style="list-style-type: none"> 1. Create a healthful workplace environment, including prioritizing: <ul style="list-style-type: none"> ○ Work/life balance for all employees ○ Encourage employee retention by providing a living and competitive wage & benefits package ○ Budget for sufficient staff 2. Review board capacity & roles annually <ul style="list-style-type: none"> ● Review roles & responsibilities between board and staff ● workload/life balance, skillset needs/gaps? ● Schedule of board and committee meetings? ● Size of board ● Review bylaws to reflect any changes in structure 3. Align all board & staff with the approved 2022-2027 Strategic Plan 	<p>ED, Personnel Committee</p> <p>QA & Executive Committees</p> <p>Board Chair & ED</p>	<p>ASAP</p> <p>Fall 2022 & Ongoing</p> <p>6-15-22</p>
3. Be responsive to community needs and changing demographics	<ol style="list-style-type: none"> 1. Work to better understand community and its needs. <ol style="list-style-type: none"> a. Fund raise around specific issues b. Review of community concerns 	ED & Board of Directors	Ongoing

<p>4. Achieve & maintain financial sustainability</p>	<p>1. Take a five-year look on budgeting, start with current operating budget, project financial needs going forward:</p> <ul style="list-style-type: none"> a. Impact of new building on annual budget b. Review options to fund increased activities <ul style="list-style-type: none"> i. Increase endowment during capital campaign? By how much? c. Review five year budget as part of annual budgeting process d. Review earned income & goals <ul style="list-style-type: none"> i. Interest income from endowments ii. Rental income on new space? iii. Other ideas? <p>2. Create a Development plan</p> <ul style="list-style-type: none"> a. Review contributed income & goals <ul style="list-style-type: none"> i. Grants ii. Individual giving iii. Corporate iv. Government funding (grants at all levels) b. Design and implement bequest giving plan c. Employ grant writing support to increase grant income. d. Closely link fundraising and marketing for effective communications: base on outcome of “increased capacity” goals (see goal 1.2). 	<p>Finance Comm. & ED</p> <p>Finance Comm. & ED</p> <p>Development Committee (Karen McCall)</p>	<p>In tandem with Building Committee</p> <p>Ongoing</p> <p>Fall 2022</p>

5. Increase community awareness of who we are & engage in positive ways	<ol style="list-style-type: none"> 1. Define “marketing” goals, e.g.; <ol style="list-style-type: none"> a. Educate: we are a not for profit association b. Communicate mission, vision, and values/culture c. We provide Free service for all Tamworthians d. Other? 2. Communities to speak to (engage) <ol style="list-style-type: none"> a. Families & all Tamworthians b. Doctors – we can support your patients c. Summer people – think through “You are welcome here” messaging d. Businesses e. Other? 3. Define services we want to market 4. Review and possibly update branding, based on whom want to reach. 	Development Committee	Update marketing & communications annually, probably minor tweaks
6. Become a model for rural healthcare	<ol style="list-style-type: none"> 1. Create Toolkit, could include <ol style="list-style-type: none"> i. Sample community needs assessment ii. Sample operating budget and revenue model iii. Sample space needs assessment iv. Kinds of services and typical demands v. Staffing model, pros and cons vi. Typical numbers and demographics of people served vii. Board structure & committees viii. Successful fundraising models (grant builder plates, etc.) 	New committee (Roland Lamb?)	2022-2030

	<ul style="list-style-type: none">ix. Assess opportunities for fee-based consulting option?b. Explore possible partner towns (fee-based?)c. Model income potential for guiding other towns.		
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