



Strategic Plan

Executive Summary





1.0 Executive Summary

The Vermont Veterans' Home (VVH) provides best-of-class healthcare services and advocacy for veterans, their spouses, and gold star parents while honoring their choices and respecting their right of self-determination. VVH prides itself on fostering camaraderie unique to veterans because of what veterans have seen, done, and shared. The solidarity of veterans is not a cliché; it is a lived experience. VVH has proven that veterans benefit from being with other veterans, particularly during times of diminished health, aging, and hardship. Also core to VVH's mission is caring for those most in need and vulnerable of Vermont's veterans.

VVH has reached a point of high quality of care for veterans and has achieved three national goals related to quality and safety recognized by the American Health Care Association and National Center for Assisted Living (AHCA/NCAL). The Home provides best-in-class care to Vermont veterans and has sustained excellent, pinnacle results gained during the last several years. VVH is not just serving those most in need but doing so with high quality and dedicated care.

The number of veterans in Vermont is shrinking over the next 20 years, yet there are unmet needs of veterans in the state. In 2020, 22,224 Vermont veterans were greater than 65 years old.¹ VVH currently serves only a fraction of those in the state. Most of the residents served by VVH come from the southern parts of the state with close proximity to Bennington (Rutland, Windsor, and Windham Counties).

VVH's strategy seeks to expand its mission and services to more veterans, to strengthen its team, to advance its ability to care for and serve veterans, and to preserve financial viability in order to maintain a lasting impact on Vermont veterans for years to come. VVH sees opportunities for greater geographic reach, new services, and to foster cohorts of veterans in areas into which VVH extends its services. This expanded mission will help bring VVH's demonstrated quality of care to more of the most vulnerable veterans in the state.

VVH has defined nine goals to support this strategy.

#	Goal Title	Goal Statement
1	Serve More Vermont Veterans	<i>To bring VVH's demonstrated high-quality care to more veterans in Vermont, serve those who are most in need, and foster a statewide community of veterans with a shared veteran experience.</i>
2	Capitalize on the Bennington Asset	<i>To protect and retain the existing asset, use the land to serve the veteran, embrace the community, boost financial income, and retain the land for future uses as veterans' needs expand and change.</i>

¹ <http://www.veteransdata.info/>



#	Goal Title	Goal Statement
3	Expand Geographic Reach	<i>To be a statewide provider of veteran care in Vermont and reach new locations with identified veteran needs.</i>
4	Offer New Services	<i>To expand into new services to support veterans and their families, embrace trends in senior living, and demonstrate creativity in how VVH supports fulfilling lives for Vermont veterans.</i>
5	Increase Collaboration	<i>To seek collaboration with other state agencies, senior living communities, and educational partners in Vermont to expand VVH's reach, develop the VVH team, and serve its veterans with creative, cost-effective, and collaborative approaches.</i>
6	Improve Communication	<i>To increase the effectiveness and reach of VVH's communications, advocacy, and coordination efforts in serving veterans and advancing VVH's mission.</i>
7	Enhance Leadership	<i>To enhance the leadership of management and the board in order to lead expanded services and geographic reach as a statewide organization for veteran care.</i>
8	Cultivate an Excellent Team	<i>To recruit and retain the highest-quality team to fulfill VVH's mission, serve veterans, and support a thriving and high-quality community (VVH's team includes the Board of Trustees, administrators, supervisors, and employees).</i>
9	Preserve Financial Health	<i>To maintain the financial health of VVH in order to fulfill the mission for years to come, expand with prudent judgment, and leave a lasting impact for veterans in Vermont.</i>



Each goal will require work year over year to implement. Each goal will require further analysis and input to determine how best to achieve it with the quality standards VVH expects and in a cost-effective manner. Each goal will require the efforts, advocacy, and leadership of VVH’s management team and board to realize. The board was asked to describe what the future of VVH looked like in a few words. The image depicts that future and charts the course for the work ahead based on Board input. Those words used more frequently appear in the larger text and emphasize the expanded, adaptable, caring, and financially supported future the board is working to create.

This strategic plan describes this expanded mission in greater detail and elaborates on the nine goals and the action items to implement them. This strategic plan structures the method by which VVH will carry planning efforts forward year over year to realize its vision.

A copy of the full strategic plan can be requested by completing the request form at this link:

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