

# Healthy Peninsula Strategic Plan

## FY 2023 – FY 2025

*The Healthy Peninsula mission is to improve the health and well-being of the residents of the Blue Hill Peninsula, Deer Isle, and Stonington by mobilizing, supporting, and collaborating with community partners.*

Healthy Peninsula is a community health organization located in coastal Hancock County, serving 9 towns - the 7 towns of the Blue Hill Peninsula and the 2 towns on Deer Isle. The total population of the region is approximately 12,900 year-round residents. The area has a complex mix of locals, tourists, and “people from away” who have settled permanently. Many families have lived and worked in the area for generations and many people have retired to the area. The wide economic diversity, from affluence to extreme poverty, affects both young families and older residents. The extremely rural nature of the area exacerbates the many challenges facing those living in poverty, including food insecurity, healthcare, and employment instability.

While community resilience and self-sufficiency are sources of pride in these local communities, the realities of our geography and demographics present challenging barriers to community health. The pandemic intensified many demographic trends, including bringing an influx of new residents, increasing barriers to affordable housing, creating even more severe labor and child care shortages, increasing food insecurity, deepening social isolation, and increasing confusion and frustration with healthcare and community-based resources. Simultaneously, as many healthcare and social service providers have consolidated into larger, more urban service areas, people in this region face increasing challenges as they attempt to access the range of health and quality-of-life services that impact overall health. Community members report that it is increasingly difficult to find information about community services, events, and resources and even more difficult to meaningfully access them. While the worst of the COVID disruptions have eased, these challenges and inequities remain.

Healthy Peninsula addresses the complex community needs described above with diverse and innovative approaches. Founded in 2001 as one of the Healthy Maine Partnerships, in 2012 we became an independent nonprofit organization committed to listening and learning from and with community members to collaboratively improve community health. While previously the State dictated our focus areas, since 2012, we have developed three initiative areas to respond directly to community-identified priorities with a hybrid approach of convening partners to develop system-level responses, combined with providing direct services to fill resource

gaps. Our three initiatives - Healthy Aging, Healthy Eating, and Healthy Families – are specific enough to maintain thoughtful, mission-based focus, but flexible enough to respond to changing community health needs.

The direct services that we provide, in collaboration with volunteers and community partners, increase community members' access to basic resources (food, healthcare), their access to health/social service/community-based services, and their capacity to adopt healthy habits to improve health and well-being. We convene community coordination bodies in each of our focus areas to encourage information-sharing, avoid siloed, duplicative programming, contribute to the overall effectiveness, and foster forward-looking approaches among the health, social service, and community-based organizations in our region. In all our initiatives, we partner with Northern Light Blue Hill Hospital to support their community health priorities in an effort to increase access to health care and create collaborative approaches to address social determinants of health.

Healthy Peninsula has five total staff members – four are part-time (20-24 hours/week) and one, the executive director, is 32 hours/week. As a trusted organization with a proven track record, providers and local community members reach out to us for guidance with challenging community health issues, barriers, and opportunities for partnership. Through outreach, collaboration, community connections, and the slow work of building trust, Healthy Peninsula has become a dependable, creative, and capable partner in creating an engaged, connected, and empowered community where all residents can live, learn, and age safely and in good health.

While strategic planning has been regularly built into Healthy Peninsula's organizational calendar, it was delayed by the pandemic. COVID's dramatic community health disruptions, as well as internal staffing shifts and board changes, make this strategic planning process even more vital to Healthy Peninsula's sustainable, engaged future as a critical part of the community health infrastructure of our region. With an extended process to carefully identify the right issues and fully engage all members of the organization's Board and staff, as well as specific community partners, this strategic plan will help Healthy Peninsula enter our next chapter with renewed vigor, focus, and commitment to the health of our organization, our staff, and our community.

The following goals will guide Healthy Peninsula's next chapter:

**Goal 1: Stimulate the community's awareness and use of available health and wellness resources.**

**Goal 2: Cultivate staff capacity to strategically respond to community needs.**

**Goal 3: Expand funding strategies to strengthen Healthy Peninsula's long-term sustainability.**

**Goal 1: Stimulate the community’s awareness and use of available health and wellness resources.**

**Outcomes by 2026:**

- A. Four new mediums have been employed to expand community awareness of HP’s programs and other health and wellness resources.
- B. Number of new partner outlets for resource sharing has increased by 25.
- C. Staff and Board are fluent ambassadors representing the depth and breadth of HP’s work as a community resource sharing hub.
- D. Graphic representation of HP’s work is developed and widely distributed to increase awareness of HP’s role in the community network.

Actions in FY 2023 - 2024	Actions in FY 2024 - 2025	Actions in FY 2025 - 2026
<p><u>New mediums expand awareness</u></p> <ol style="list-style-type: none"> <li>1. Create master list of all mediums currently under use and those we could learn to use. <i>PR Cmte</i></li> <li>2. Develop list of local experts (staff /Board/volunteers) who could train staff and appropriate Board members in use of new media and how to evaluate its impact (WERU, podcasts, posters in public entities like hospital/offices). <i>PR Cmte</i></li> <li>3. Start tracking use of all media (chart in office) and measure possible/real impact. <i>PR Cmte &amp; ED</i></li> <li>4. Hold pop-up awareness events (e.g., Blue Hill Fair, Blue Hill Farmer’s Market, and other farmer’s markets on the peninsula). <i>PR Cmte</i></li> </ol>	<p><u>New mediums expand awareness</u></p> <ol style="list-style-type: none"> <li>1. Track use of all media (chart in office) and measure possible/real impact.</li> <li>2. Explore additional options including WERU interviews and podcasts, YouTube, and Facebook.</li> <li>3. Evaluate effectiveness of pop-up awareness events and determine long-term plan.</li> </ol>	<p><u>New mediums expand awareness</u></p> <ol style="list-style-type: none"> <li>1. Update and adapt our approaches based on tracking data.</li> </ol>
<p><u>New partner outlets</u></p> <ol style="list-style-type: none"> <li>1. Update list of current and past partners, including primary/ongoing CI</li> </ol>	<p><u>New partner outlets</u></p> <ol style="list-style-type: none"> <li>1. Update list of current and past partners, including primary/ongoing CI</li> </ol>	<p><u>New partner outlets</u></p> <ol style="list-style-type: none"> <li>1. Update list of current and past partners, including primary/ongoing CI</li> </ol>

<p>partners, secondary/short term community partners, social media partners. <i>PR Cmte</i></p> <ol style="list-style-type: none"> <li>2. Staff/PR Comm brainstorm ways to integrate partners and their distribution channels with our current or future projects/programming. <i>PR Cmte</i></li> <li>3. Establish relationships with new staff at existing partnership organizations. <i>ED</i></li> <li>4. Collectively, the entire staff scans the environment every six months to identify new partners. <i>ED</i></li> </ol>	<p>partners, secondary/short term community partners, social media partners.</p> <ol style="list-style-type: none"> <li>2. Each staff person sets and tracks new partner goals including new ways to interact with partners for their initiative area.</li> <li>3. Establish relationships with new staff at existing partnership organizations.</li> </ol>	<p>partners, secondary/short term community partners, social media partners.</p> <ol style="list-style-type: none"> <li>2. Each staff person sets and tracks new partner goals including new ways to interact with partners for their initiative area.</li> <li>3. Establish relationships with new staff at existing partnership organizations.</li> </ol>
<p><u>Staff and Board are fluent ambassadors</u></p> <ol style="list-style-type: none"> <li>1. A Task Force develops key messages to describe HP's work. <i>PR Cmte</i></li> <li>2. Support Staff and Board members in delivering consistent messages about HP's work complemented by their personalized stories about why that work is valuable. <i>Task Force</i></li> <li>3. Each person commits to practicing their spiel in the community and reporting back on their experiences. <i>Task Force</i></li> </ol>	<p><u>Staff and Board are fluent ambassadors</u></p> <ol style="list-style-type: none"> <li>1. Practice skills at small events (friend raising in Goal #2) as well as big events (Blue Hill Fair) to become comfortable and facile.</li> <li>2. Individuals commit to talking about HP in their daily lives.</li> </ol>	<p><u>Staff and Board are fluent ambassadors</u></p> <ol style="list-style-type: none"> <li>1. Hold annual workshop to update and hone skills.</li> </ol>
<p><u>Graphic representation of HP's work</u></p> <ol style="list-style-type: none"> <li>1. PR Committee offers several draft graphic representations of HP's work as templates for staff/Board consideration. <i>PR Cmte</i></li> <li>2. Consider expert help if funds are</li> </ol>	<p><u>Graphic representation of HP's work</u></p> <ol style="list-style-type: none"> <li>1. Integrate graphic into the appropriate documents, brochures, and media.</li> <li>2. Survey internally with staff, Board, and volunteers about their perceptions and knowledge about HP's work/value in</li> </ol>	<p><u>Graphic representation of HP's work</u></p> <ol style="list-style-type: none"> <li>1. Survey internal and externally - staff, Board, volunteers, and community members - about changes in their perceptions and knowledge about HP's work/value in the community.</li> </ol>

available, for final representation. <i>PR Cmtc &amp; ED</i>	the community.	2. Update graphic as needed.
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**Goal 2: Cultivate staff capacity to strategically respond to community needs.**

**Outcomes by 2026:**

- A. Staff compensation rates are standardized and benefit options are developed to reinforce a supportive workplace.
- B. Organizational culture fosters a sustainable work balance between direct service projects and collective impact work.
- C. Volunteers amplify organizational capacity.

<b>Actions in FY 2023 - 2024</b>	<b>Actions in FY 2024 - 2025</b>	<b>Actions in FY 2025 - 2026</b>
<u>Standardize compensation &amp; benefits</u> 1. Research and develop standardized compensation rates. <i>ED &amp; Finance Cmtc</i> 2. Determine costs for compensation and benefits. <i>ED &amp; Finance Cmtc</i> 3. Develop a transitional plan by July 2024 to adjust staff compensation. <i>ED &amp; Finance Cmtc</i> 4. Research and develop benefit options. <i>ED and Board President</i> 5. Obtain staff feedback and Board approval. <i>ED and Board President</i>	<u>Standardize compensation &amp; benefits</u> 1. Include phased standardized salary costs in budget. 2. Offer staff options and implement initial phase. 3. Include cost neutral benefit options.	<u>Standardize compensation &amp; benefits</u> 1. Implement next phase of standardization salary process. 2. Include phased costs of benefit options in budget. 3. Evaluate, adjust and implement second phase.
<u>Balance direct service and collective impact work</u> 1. Staff use Decision making tool to assess new work. <i>ED</i> 2. Supervision meetings incorporate evaluation of the balance. <i>ED</i> 3. Quarterly spend a staff meeting discussing Collective Impact	<u>Balance direct service and collective impact work</u> 1. Explore work flow management to understand capacity that have and what can take on. 2. Staff determine what they need to achieve balance. OR Annual staff retreat provides space for discussion	<u>Balance direct service and collective impact work</u> 1. When opportunities are identified, use Decision Making Tool to assess capacity. 2. Evaluate effectiveness of Dec Making Tool

opportunities in one of three initiative areas. <i>ED</i>	about what support staff need to achieve balance. 3. When opportunities are identified, use Decision Making Tool to assess capacity. 4. Evaluate effectiveness of Dec Making Tool.	
<u>Volunteers amplify capacity</u> 1. Explore how to manage volunteers in cost-effective manner. <i>ED</i> 2. Establish system to conduct background checks. <i>ED</i> 3. Design a major volunteer recruitment effort. <i>ED</i>	<u>Volunteers amplify capacity</u> 1. Recruit volunteers.	<u>Volunteers amplify capacity</u> 1. Create volunteer support and training. 2. Evaluate volunteer effort and establish the level of volunteerism we have the capacity to maintain.

**Goal 3: Expand funding strategies to strengthen Healthy Peninsula’s long-term sustainability.**

**Outcomes by 2026:**

- A. Increase connections with new community supporters by 35 a year (friend raising for volunteers & donors).
- B. Establish a planned giving program.
- C. Diversify funding strategies to increase the unrestricted share of the budget by 25%.

<b>Actions in FY 2023 - 2024</b>	<b>Actions in FY 2024 - 2025</b>	<b>Actions in FY 2025 - 2026</b>
<u>Increase new community supporters</u> 1. Establish baseline of current community supporters. <i>Finance Cmte &amp; ED</i> 2. Pilot annual volunteer and donor appreciation event. <i>ED &amp; Development Cmte</i>	<u>Increase new community supporters</u> 1. Determine whether to continue annual volunteer and donor appreciation event. 2. Hold house parties with friend circles to introduce or deepen connections with HP.	<u>Increase new community supporters</u> 1. Determine whether to continue house parties with friend circles to introduce or deepen connections with HP.

<p><u>Establish planned giving program</u>  3. Research range of options to initiate planned giving at scale appropriate to our size with professional advice as needed. <i>ED &amp; Development Cmte</i></p>	<p><u>Establish planned giving program</u>  1. Board members and Anne talk to Estate Lawyers to consider listing HP as an option.</p>	<p><u>Establish planned giving program</u>  1. Establish a planned giving program.</p>
<p><u>Diversify funding strategies</u>  1. Identify and apply for new grant opportunities. <i>ED</i>  2. Maintain connections with funders, informing them of new initiatives. <i>Development Cmte &amp; ED</i>  3. Consult with development specialist on new approaches. <i>ED &amp; Board President</i>  4. Continue to collaborate with the hospital on targeted initiatives. <i>ED &amp; Board President</i></p>	<p><u>Diversify funding strategies</u>  1. Follow up with people who attend house parties.  2. For special community initiatives test Crowd Funding/Go Fund Me.  3. Conduct ongoing Board development for Board members to become skillful and comfortable asking for money.</p>	<p><u>Diversify funding strategies</u>  1. Explore feasibility of purchasing an office building that would generate rental income.</p>