



Good Neighbor Health Clinic
Red Logan Dental Clinic

Strategic Plan


2026 - 2028



A community where people have access to the health resources they need to reach their potential for mental, physical, and social well-being.

70 North Main Street
White River Junction, VT 05001

 goodneighborhealthclinic.org

 Medical – (802) 295-1868
Dental – (802) 295-7573

Executive Summary

Good Neighbor Health Clinic (GNHC) is a non-profit organization providing cost-free medical, dental, and mental healthcare to uninsured and underinsured adults living within 30-miles of our clinic in White River Junction, Vermont. Good Neighbor Health Clinic provides care for adult residents in 22 Vermont and 16 New Hampshire towns, as shown on the map below.

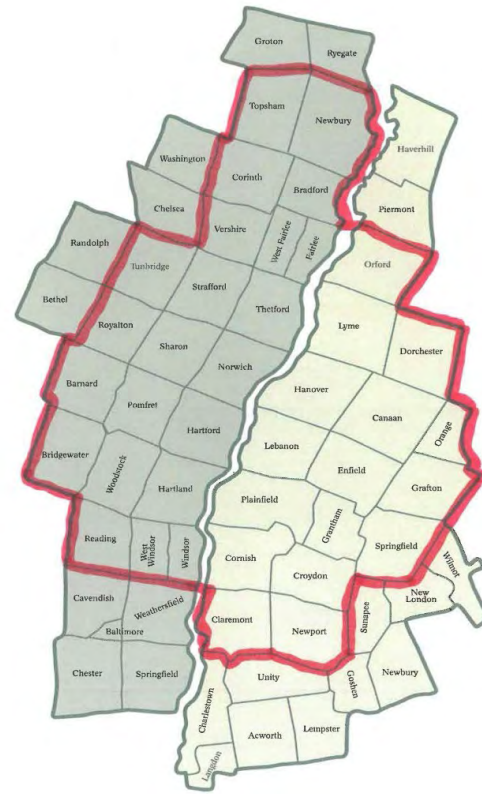
In September 2024, GNHC initiated a comprehensive strategic planning process aimed at defining key priorities to guide the organization through fiscal years 2026, 2027, and 2028. Over the course of ten months, the organization engaged extensively with a diverse range of community members, patients, stakeholders, and other partners to gather insights, assess evolving health and well-being needs, and reflect on our mission, vision, and values. The thoughtful feedback from all these contributors has provided invaluable insights into community needs and aspirations, many of which have shaped this strategic plan and will continue to guide the organization's ongoing efforts.

This document outlines the strategic planning process and details the strategic focus areas identified as critical for GNHC's continued growth and impact.

The following focus areas reflect the thoughtful input and insights gathered throughout the strategic planning process and are designed to help clarify and realign the organization's impact within the Upper Valley to guide the work done over the next 3-5 years:

- Goal 1: Strengthen Workforce Capacity and Sustainability**
- Goal 2: Enhance and Expand Patient Care Services**
- Goal 3: Maintain and Improve Our Facility**
- Goal 4: Increase Visibility and Financial Support**

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State of the Organization

As a trusted community provider offering free, high-quality medical and dental care in the Upper Valley, GNHC continues to be a vital resource for individuals who face barriers to accessing traditional health services. Yet, we continue to face complex challenges, especially in meeting the demand for services.

In recent years, the organization has expanded both the scope and quality of its services: adding specialty clinics, launching new programs, growing volunteer engagement, and distributing food and other nutrition support. Visibility has increased and our relationships with volunteers and community partners have deepened. Staff and volunteers have fostered a culture of compassion, equity, and excellence to ensure patients feel seen, respected, and supported through their care journey. Our programs are strong, our community relationships are deepening, and volunteers, staff, and the board are motivated to expand our impact.



Our teams of volunteers and staff have worked tirelessly to balance patient care with operational strain, but additional staffing and investment are urgently needed. Our physical space, while central and beloved, requires significant upgrades. Building assessments have identified critical needs and also possible funding opportunities. Delays in addressing infrastructure issues pose operational risks and impact the patient and staff experience. Ultimately, the work of the organization is shaped by larger demographic and policy trends. These shifts create a growing demand for medical, dental, and supportive services, especially in our rural region, underscoring the importance of building an adaptable, resilient organization.

Mission, Vision, and Values

As part of the process, the organization undertook a thorough review of our mission, vision, and values statements to better align them with our core purpose and clarify our identity. The following statements now serve as foundational messaging to guide our work, strengthen our communications, and align our team around a shared vision for the future. They were approved by the Board on May 27, 2025.

Mission: Good Neighbor Health Clinic (GNHC) is a nonprofit organization that delivers free, high-quality medical and dental care, helping Upper Valley residents facing financial hardship to live healthier lives.

Vision: We envision a community where everyone has the services and care they need to achieve good health and well-being.

Values:

- **Compassion and Respect:** We foster a positive, understanding environment that honors each person's unique experiences and upholds their dignity.

- **Professional Excellence:** We are committed to the highest standards of education and ethical, professional care in everything we do.
- **Empathetic Care and Accountability:** We build trust and take responsibility in all our relationships, creating a place where everyone feels welcomed and supported.



Responding to an Evolving External Landscape

The organization's work is shaped by larger demographic and policy trends. These shifts create a growing demand for medical, dental, and supportive services, particularly for low-income and uninsured individuals. At the same time, the healthcare and policy environment is increasingly volatile. What began in 2024 as a period of relative federal and state stability gave way to budget uncertainty and an increasingly strained workforce by early 2025.

These realities underscore the importance of building an adaptable and resilient organization. The organization must plan not just for what's needed today, but for what's coming in five or ten years, both in terms of services and operational infrastructure. The financial model must be able to absorb shocks and adapt to policy shifts. The staffing model must support longevity and reduce burnout. The strategic plan must center on patient needs, align resources, and guide decision-making around what to grow, sustain, or refine.

The Strategic Planning Process for the Clinic

The planning process included meetings, work sessions, and qualitative data collection over 10 months. This process included four phases:

- 1. Designing the Planning Structure:** Creating a framework tailored to the organization's specific needs and context.
- 2. Stakeholder Engagement and Feedback:** Gathering insights from key stakeholders across the region to assess emerging health needs and organizational impact.
- 3. Strategic Visioning and Goal Setting:** Developing a renewed vision for the organization, along with specific goals, strategies, and measurable outcomes for fiscal years

2026–2028. Additionally, the team explored some longer-term opportunities to position GNHC for sustained impact.

- 4. Finalizing and Adopting the Strategic Plan:** Solidifying strategic priorities and securing Board approval in June 2025.

Stakeholder input was a cornerstone of the planning process. Staff and board members engaged in a SOAR analysis in September (Strengths, Opportunities, Aspirations, and Results), and revisited GNHC's mission, vision, and values statements beginning in October. From December through May, GNHC conducted comprehensive community outreach, as described further below.

- In total, approximately 230 individuals and organizations participated through a variety of engagement methods, including online and paper surveys and in-depth interviews.
- Of the total participants, 198 responded to surveys, with the majority being unique respondents, while 31 community leaders took part in one-on-one interviews.
- A separate series of interviews with a small set of key donors was conducted to further inform the final stages of planning and implementation.



GNHC SOAR Analysis

Organizational Strengths	Organizational Opportunities
<ul style="list-style-type: none"> ● Reputation for excellent care <ul style="list-style-type: none"> ○ Delivered by a team of mission-driven staff, leadership, and volunteers ○ Integration of medical and dental services for comprehensive and holistic services ○ Person-centered, stigma-free, accessible, and compassionate care ● Strong community connections <ul style="list-style-type: none"> ○ Partnerships with local organizations are vital assets ● Stable financial positioning <ul style="list-style-type: none"> ○ Growing fundraising capacity ○ Maximizing resources effectively 	<ul style="list-style-type: none"> ● Capacity <ul style="list-style-type: none"> ○ In-house specialties to better meet evolving community health needs ○ Strengthening staff retention through competitive compensation, benefits, and professional development ○ Pursuing federal funding opportunities ● Relevance <ul style="list-style-type: none"> ○ Expanding reach and impact across the Upper Valley ○ Increasing dental services, exploring mobile clinics, and other service models to reach the patient population more effectively ● Engagement <ul style="list-style-type: none"> ○ Enhancing partnerships with medical schools, social service agencies, and other non-profits providing direct support
<ul style="list-style-type: none"> ● Expansion <ul style="list-style-type: none"> ○ Capacity through increased in-house services to address comprehensive health needs ○ Solidifying GNHC's reputation as a leading provider of care within the region ○ Creating a robust volunteer program that includes specialized medical and dental professionals ● Sustainability <ul style="list-style-type: none"> ○ Establishing a \$1 million endowment fund ○ Cultivating a world-class employer reputation to attract top talent committed to the mission ○ Create a robust volunteer program to increase the number of specialized medical and dental professionals 	<ul style="list-style-type: none"> ● Enhanced care outcomes <ul style="list-style-type: none"> ○ Reducing waitlists for medical and dental services ○ Expanding service capacity through new specialty care opportunities ○ Increasing staff satisfaction and retaining team members ● Growth & Longevity <ul style="list-style-type: none"> ○ Securing new or expanded clinic space for future expansion ○ Increasing financial stability through new funding pathways, diversified revenue streams, and non-cash assets



Goals, Strategies, & Key Results

Strategic Goal 1: Strengthen Workforce Capacity and Sustainability

Why This Matters: A stable and supported workforce is essential to delivering consistent, high-quality care. Staff turnover is a persistent challenge, and the current team is stretched thin, often juggling responsibilities that limit their ability to focus on enhancing services and improving care. Recruitment and retention are further challenged by professional staff earning higher compensation elsewhere. Our team is our most valuable asset in building a stable future and achieving long-term growth.

To expand the clinic's impact and also minimize patient wait, we must invest in our people through supporting their wellness, providing clarity in roles, and creating a workplace where they feel proud and motivated to contribute. With thoughtful planning and support, we can strengthen and sustain this team for years to come.

Our Approach:

To strengthen our workforce and position the organization for long-term sustainability, we will:

- **Strategy 1A:** Increase compensation to remain competitive in the market (FY26-28)
- **Strategy 1B:** Evaluate role titles and responsibilities, and ensure staff have proper education and resources to do the work well (FY26-28)
- **Strategy 1C:** Invest in professional development to build skills and morale (FY26-28)
- **Strategy 1D:** Reassign responsibilities and streamline workflows to better align staff capacity with organizational needs, while clearly defining roles to support sustainable growth and development (FY26)
- **Strategy 1E:** Target recruitment of our volunteer medical and dental professionals to meet specific patient needs and strengthen referral partnerships (FY26)

- **Strategy 1F:** Add a new position of full-time Director of Operations (FY26)
- **Strategy 1G:** Add a new employee position of part-time Medical Director (FY26)
- **Strategy 1H:** Add a new development staff position within the next three years

Expected Outcomes:

- Improved staff retention and stronger skill development
- A more positive and collaborative work environment for staff and volunteers
- A safer atmosphere for both staff and patients
- Expanded access to care through increased dental and medical capacity
- Reduced operational disruption and increased organizational sustainability
- Improved operational efficiency

Strategic Goal 2: Enhance and Expand Patient Care Services

Why This Matters: Delivering high-quality, accessible care requires more than clinical expertise. It depends on efficient operations, reliable tools, and an infrastructure that supports growth. Currently, staff are burdened by overlapping responsibilities that limit their capacity to improve and expand services. The equipment is outdated with limited diagnostic and testing capabilities. Potential IT vulnerabilities and transportation barriers further compromise the quality and safety of patient care. Investing in our internal infrastructure is essential to achieving greater efficiency, expanding access, and ensuring that every patient receives the comprehensive support they need.

Our Approach:

To better serve our community, we will take a multi-pronged approach to strengthen the foundation and future of our care delivery:





- **Strategy 2A:** Reorganize staffing responsibilities to improve efficiency and create space to focus on service enhancement (see also Goal 1) (FY26)
- **Strategy 2B:** Expand access to dental care beyond our walls through participation in the RAM (Remote Area Medical) Clinic (FY27)
- **Strategy 2C:** Invest in new dental chairs within the next five years to replace aging equipment (FY28)
- **Strategy 2D:** Replace our current server to ensure the security and continuity of patient records (FY27-28)
- **Strategy 2E:** Sustain recent investments in new lab equipment and plan for tool replacement over the next seven years (FY27-28)
- **Strategy 2F:** Improve communication and coordination with volunteers to better leverage their skills and time through staffing and touchpoints, including formal orientation processes (FY26)
- **Strategy 2G:** Target recruitment of our volunteer medical and dental professionals to meet specific patient needs and strengthen referral partnerships (see also Goal 1) (FY26)
- **Strategy 2H:** Explore partnerships or in-house options to improve transportation to and from the Clinic for patients (FY27-28)
- **Strategy 2I:** Invest in new patient communication software to improve appointment reminders, reduce no-shows, and strengthen engagement with care (FY26)



- **Strategy 2J:** Explore a shared electronic health record system that meets the needs of both the medical and dental clinics (FY26-27)

Expected Outcomes:

- Increased number of patients served
- Safer, more reliable care through updated technology and equipment
- Improved quality of care and patient outcomes
- More efficient use of staff & volunteer time
- Expanded access to care, particularly for those facing transportation barriers



Strategic Goal 3: Maintain and Improve Our Facility

Why This Matters: Our building is essential to how we deliver care, but it is aging and requires strategic, sustained investment. While relocating or constructing a new facility may be part of our long-term vision, such a move is not feasible within the next five years. We must prioritize maintaining and improving our current space to ensure it remains safe, efficient, and supportive of both patient care and staff well-being. By continuing to focus on primary care, dental services, and other social support, we will continue to operate effectively in our existing facility with the goal of moving in the following five years to better serve our current programs and create unity in our space.

Our Approach:

To preserve and strengthen our physical infrastructure, we will:

- **Strategy 3A:** Continue the work of the Facilities Committee to develop and implement a long-term plan for building maintenance and improvements (FY26-28)
- **Strategy 3B:** Establish and manage a consistent short- and long-term maintenance schedule to prevent costly emergency repairs, extend the life of the building, and support strategic planning by anticipating future facility investments (FY26-27)
- **Strategy 3C:** Prioritize key upgrades, including: (FY26-28)
 - Replacing and upgrading air systems
 - Repairing or replacing the roof, external walls, and windows
 - Improving internal sound quality for a better patient and staff experience



Expected Outcomes:

- A safer, more energy-efficient, and environmentally responsible facility
- Improved comfort and experience for patients, staff, and volunteers
- A proactive process for leadership to manage ongoing building needs
- Potential long-term cost savings through energy efficiency and preventative maintenance

Strategic Goal 4:

Increase Visibility and Financial Support

Why This Matters: To sustain our operations and advance key strategic priorities, we must grow and diversify our funding. While our work is deeply valued, we face growing financial needs and a shifting landscape—federal and state funding is uncertain, and we currently rely on federal/state sources for 18% of our budget. At the same time, our current capacity for development and communications is limited. Our CEO & Executive Director has little dedicated time for fundraising, and there is minimal staff capacity to support these efforts and work towards more clarity in how the community understands who we are and what we do. Our ability to engage new donors, retain current supporters, and clearly communicate our impact is further constrained by outdated materials, a lack of a strong case statement, and underutilized board involvement.

Our Approach:

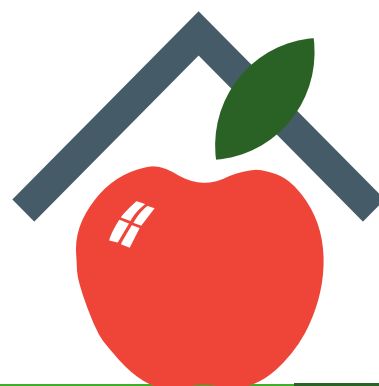
To build a stronger foundation for financial sustainability and community engagement, we will:

- **Strategy 4A:** Reorganize staff responsibilities to free up capacity for development leadership and define roles to support sustainable organizational growth (See also Goal 1) (FY26)

- **Strategy 4B:** Invest in training for staff and board members to strengthen their ability to serve as ambassadors and build relationships with donors (FY26-27)
- **Strategy 4C:** Clarify and elevate public messaging to better inform the community about our work and value (FY26-28)
- **Strategy 4D:** Invest in additional support, including a new development staff position, to build out a development strategy and write, design, and distribute updated development and communications materials, including a compelling case statement (See also Goal 1) (FY27)
- **Strategy 4E:** Lay the groundwork for a future comprehensive campaign (FY26-28)
- **Strategy 4F:** Collect and share more patient stories to illustrate impact and strengthen emotional connections with donors (FY26)

Expected Outcomes:

- Greater ability for staff members to participate in development activities
- More active board engagement in donor cultivation and community outreach
- Increased time for the CEO & Executive Director to focus on development strategy and major donor relationships
- Improved materials, messaging, and systems to support donor engagement
- Stronger donor retention, increased new donor acquisition, and growth in major gifts



Looking Ahead: As we look to the future, we are guided by the principle that direction is more important than speed. We've learned that creativity, collaboration, and persistence are essential to solving the complex challenges our patients face, including social determinants of health and other barriers to care. We've also learned that the best outcomes happen when we invest in internal systems, support our people, and build relationships rooted in trust.

Our engagement in the strategic plan process represents our collective commitment to clarity, collaboration, and continuity. It will ensure a roadmap for the next three years that reflects where we are, honors the work we've done, and charts a path toward a stronger, more sustainable

future. With the continued dedication of our staff, board, and community, Good Neighbor Health Clinic is poised to deepen its impact and lead the way in reimagining what health and dignity can look like in the Upper Valley. Successful implementation of the strategic plan requires consistent reflection, intentional adjustments, and shared accountability across staff, board members, and community partners. Recognizing that the environment in which we operate is dynamic, we remain prepared to adjust goals and strategies to ensure continued relevance and impact.

IN THE WORDS OF OUR PATIENTS

“I cannot express the amount of gratitude I have for your clinic. My health has improved by leaps and bounds thanks to you. Thank you from the bottom of my heart.”


“I'm always comfortable while in their care. It's important to acknowledge that people are often judged by other people based on different aspects of their lives, so I am grateful that my smile is something I can be proud of!”



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