Ronald McDonald House®
New England

Strategic Plan

2025-2027

ronaldmcdonaldhousenewengland.org

updated as of July 2026

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A Journey of Transformation

Outlining our priorities and aligning with the full Ronald McDonald House global system

This strategic plan, developed by a collaborative group of Board, staff, volunteers, families, and community members, outlines Ronald McDonald House New England's vision for the next three years, with a focus on **serving more families, better. This will be achieved through leveraging our other priorities of enhancing collaboration, driving engagement, and prioritizing our people.**

We've adopted Ronald McDonald House Global's vision, mission, values, and strategic priorities in order to ensure we are moving forward with a clear, unified voice and an aligned sense of purpose.

There is tremendous opportunity not only for continued excellence at Ronald McDonald House Providence but also exponential growth in our Boston footprint. Our reinvestment in our community and hospital partnerships for our Houses, Care Mobiles and Family Rooms also will ensure positive impact for the families who rely on those programs. The Ronald McDonald House New England does great work, and we will labor tirelessly to bring awareness to our mission and how critical community support is to achieving our objectives. Finally, we'll continue to strengthen and steward our relationship with our founding and forever partnership with McDonald's.

Together, these initiatives will help us chart our course in the critical and transformational years ahead as we strive to support the best health outcomes for the children and families we serve.



Lauren Hoops-Schmieg
Chief Executive Officer
Ronald McDonald House New England

About Us

Serving New England for more than 35 years

Ronald McDonald House New England, Inc. is a 501(c)(3) non-profit organization, governed by a volunteer Board of Directors that serves families from around the United States and the world through our core programs: Ronald McDonald Houses, Ronald McDonald House Family Rooms and Ronald McDonald House Care Mobiles. Ronald McDonald House New England provides a comprehensive and supportive network of resources to families of children receiving treatment for pediatric illnesses at hospitals and other medical facilities in Boston, Providence and throughout the
region.

We operate within a federated structure and are affiliated with Ronald McDonald House Global. Ronald McDonald House supports millions of families with more than 685 programs offered in 65 countries around the world. Ronald McDonald House New England was formed in 2019 when Ronald McDonald House Charities® (Ronald McDonald House) of Eastern New England merged with the Ronald McDonald House Providence in order to strengthen and extend the impact in the communities served. The result is an organization built on the rich histories and accomplishments of the respective Chapters that is able to carry out its work of improving the health and well-being of children and their families with greater efficiency and impact.

Mission
Vision
Purpose

Mission

Ronald McDonald House New England provides essential services that remove barriers, strengthen families, and promote healing when children need healthcare.

Vision

Ronald McDonald House New England envisions a world where every family has what they need to ensure the best health outcomes for their children.

Purpose

Caring for families with children who are ill or injured.

Values



We lead with **compassion**



We are deeply **respectful**



We act with **integrity**



We are firmly **committed**

Board of Directors

2026

Officers

Sal Napoli, Board President
McDonald's Owner/Operator

Dionne Dosa, Vice President
Executive Director, Head of Procurement and Vendor Management, Replimune

David Denyse, Secretary
Retired Region Director, The Coca-Cola Company

Manny Frangiadakis, Treasurer
Co-Founder and Principal, Twelve Points Wealth Management

Chief Executive Officer
Lauren Hoops-Schmieg

Directors

Demosthenes (Dick) Argys
Executive Vice President, Hospital Chief Operating Officer, Chief Culture Officer, Boston Children's Hospital

David Balducci
McDonald's Owner/Operator

Jeniffer A.P. Carson
JD Founder | CEO
CMBG3 Law

Leila Cavallaro
Account Manager
McCain Foods

Tom Colleran
Founder and Senior Project Manager, Elevated Companies

Elizabeth Coveney
Vice President of Customer Experience & Growth, Restaurant Technologies, Inc.

David Deary
Physician Assistant and Service Line Coordinator in Interventional Radiology, UMass Memorial Hospital

John Deaton
Managing Partner, Deaton Law Firm

Michael Gambino
McDonald's Owner/Operator

Courney Horvath
Global Head of Strategy, Operations and Portfolio Delivery for Translation Medicine, Novartis

Mark Janian
Chief Executive Officer & Co-Founder, CompleteBI

Charles Le Ray
Founding Partner, Dain, Torpy, Le Ray, Wiest & Garner, P.C.

Paige Ramsay
Senior Director Business Development, The McDonald's Division
The Coca-Cola Company

Rekha Sampath
Technical CFO
Eastern Bank

Erik Sudnick
Educator, Athletics Department

Staff

2026

Leadership Team

Lauren Hoops-Schmieg
Chief Executive Officer

Tina Ledo
Chief Strategy Officer

Ellen Simmons
Chief Advancement Officer

Olivia Brooks
Director of Family Services

Abigail Despres
Finance Director

Joanna Powers
Director of Operations - Providence

Tanvi Devasser
Human Resources Manager

Operations

Lucy Cappello
Operations & Volunteer Manager, Providence

Bonnie Clarke
Facilities Supervisor, Providence

John Dwyer
Facilities Supervisor, Providence

Karen Menz
Resident Night Manager, Providence

Maddie Brothers
Family Support Coordinator, Boston

Gabrielle Emerson
Volunteer Services Coordinator, Boston

Development

Raelyn Beck
Development Coordinator

Hanah Fadrigalan
Director of Marketing & Communications

Jacy Settles
Director of Major Gifts

Molly Ross
Director of Special Events & Corporate Partnerships

Matt Blom
Grant Writer

Finance and Administration

Emma Swanson
Administrative Coordinator

Joan Olival-Dacey
Office Manager

Theory of Change

Program Type: Ronald McDonald House New England

Objective: To provide essential services that remove barriers, strengthen families and promote healing when children need healthcare.

For whom? Families of children and the children themselves undergoing significant medical treatment.

By whom? Staff and volunteers of the Ronald McDonald House New England

Strategy:

Ronald McDonald Houses: Provide housing, meals, and community-building programming to support families with children in inpatient or outpatient treatment.

Ronald McDonald House Family Rooms: Provide respite and amenities on pediatric hospital floors so that families can recharge while their child rests.

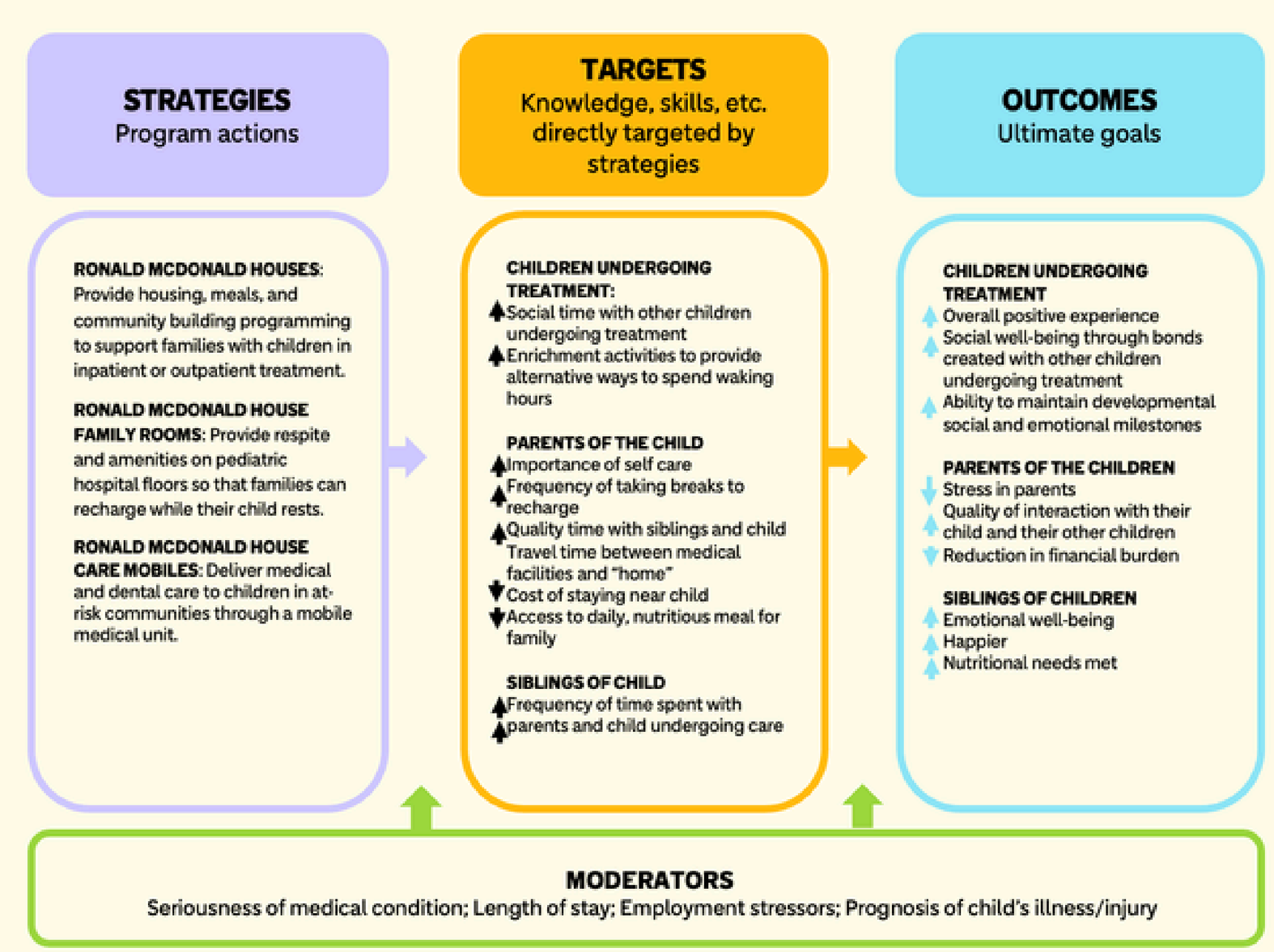
Ronald McDonald House Care Mobiles: Deliver medical and dental care to children in at-risk communities through a mobile medical unit.

Where it takes place: Ronald McDonald Houses, Care Mobiles, Family Rooms

Duration: Length of child's treatment

Theory of Change

Framework



Our Houses

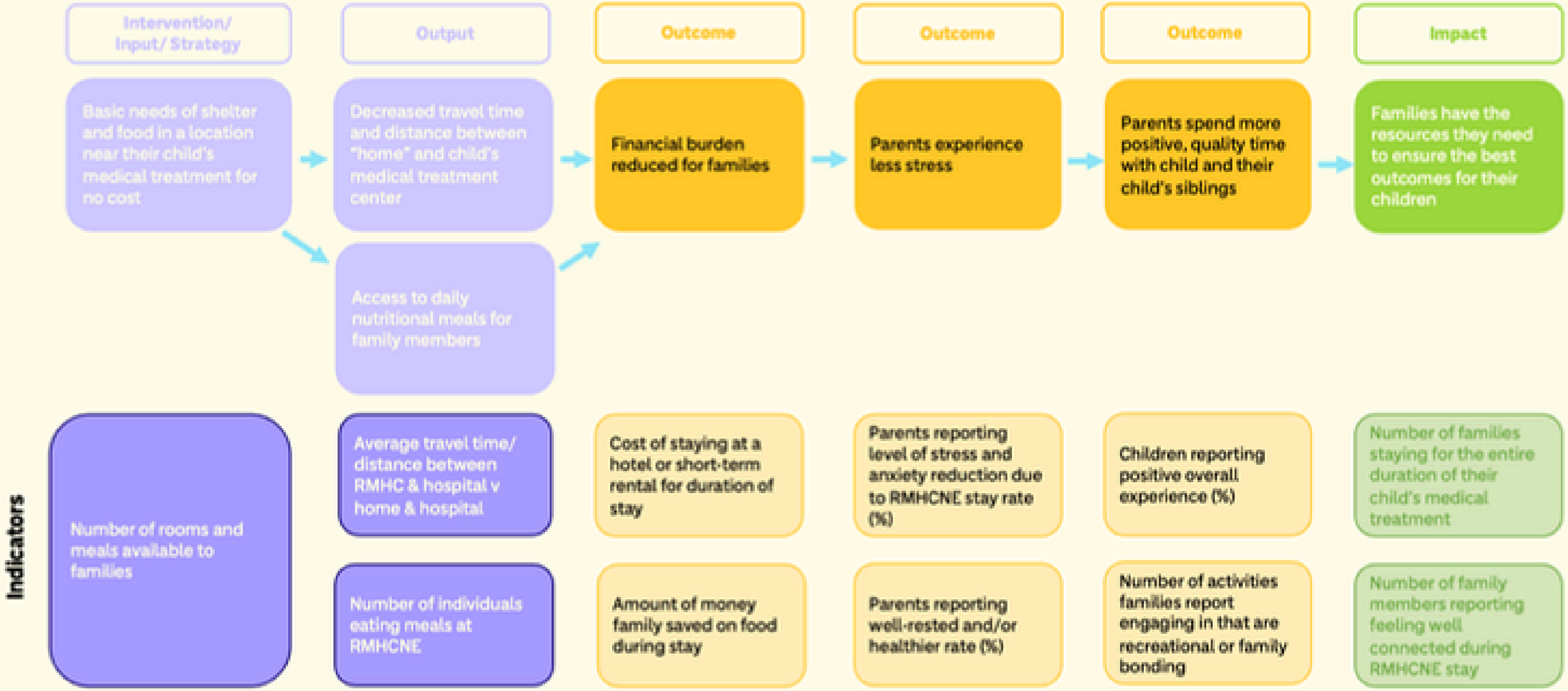
Truly a home away from home

A Ronald McDonald House provides a place for families to call home while their sick child receives treatment in a hospital, enabling them to stay close at no cost. The House is a safe haven that provides all the comforts of home, plus the compassion and hospitality of staff, volunteers, and other families — all just steps away from the hospital. At each House, we work to alleviate the stress of daily living for families and enable them to focus on what really matters: the health and well-being of their child.

Ronald McDonald House Providence, opened its doors on November 6, 1989 as a 12-bedroom House, conveniently located within walking distance to Hasbro Children's Hospital, Women & Infants Hospital and Rhode Island Hospital. The House opened through the great efforts of parents, volunteers and members of the medical community. After several expansions to keep up with the growing demand for services, Ronald McDonald House Providence concluded its largest expansion in 2016. Funded by a $5 million "Always Room at the House" campaign, the expansion increased the number of bedrooms to 28 and generated additional community space for families.

Ronald McDonald House Boston, opened as a "home" for families on January 5, 2017 and offers 10 apartments for families and one community space where families come together for meals and programs. Each year hundreds of families travel to Boston from locations all over the world so that their children may receive treatment at some of the world's best medical facilities.

A needs assessment study was conducted in 2025 that focused on major Boston-based pediatric institutions—Boston Children's Hospital and Mass General Brigham. The study determined that there is a significant shortage of affordable accommodations for families with critically ill children receiving medical care in Boston. Ronald McDonald House New England is uniquely positioned to address this urgent need. Ronald McDonald House New England is exploring real estate options close to all major pediatric institutions to be able to serve more families who need the services we provide.



Logic Model

Houses


WELCOME TO
Ronald McDonald House
Ronald
McDonald
House


Ronald
McDonald
House
Boston

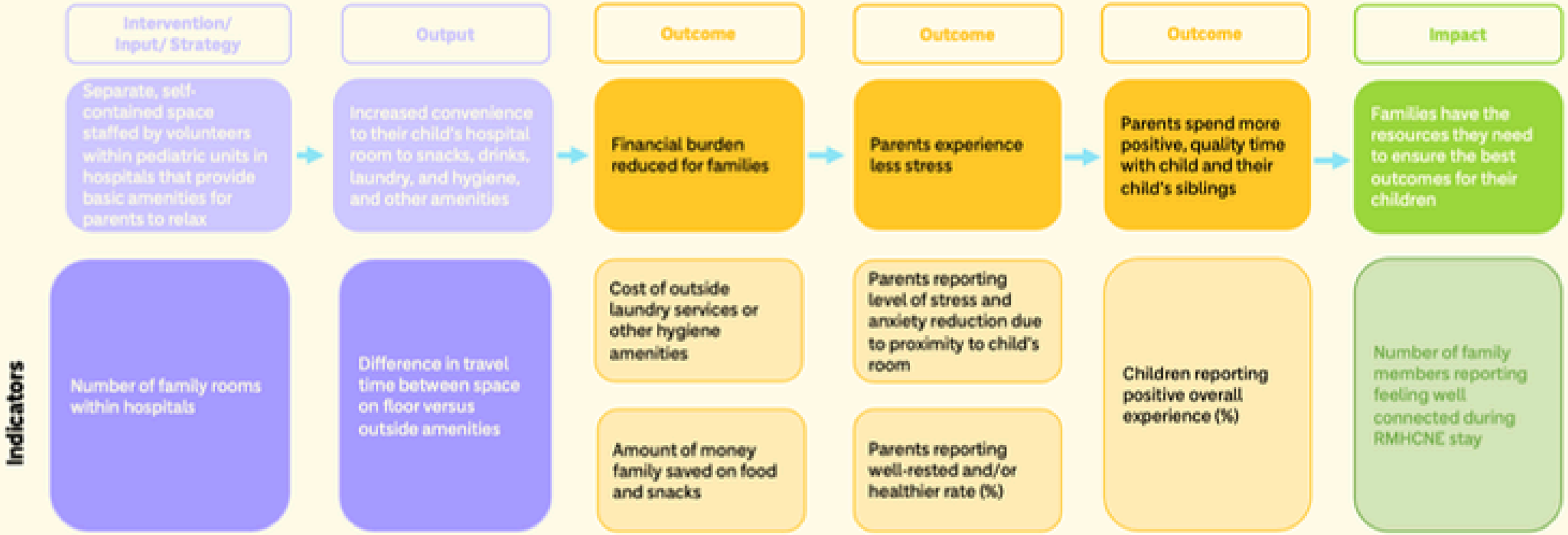
Our Family Rooms

A place of needed respite

Ronald McDonald House New England operates two Family Rooms, one located within **Hasbro Children's Hospital** in Providence and the other within **Mass General Hospital** in Boston.

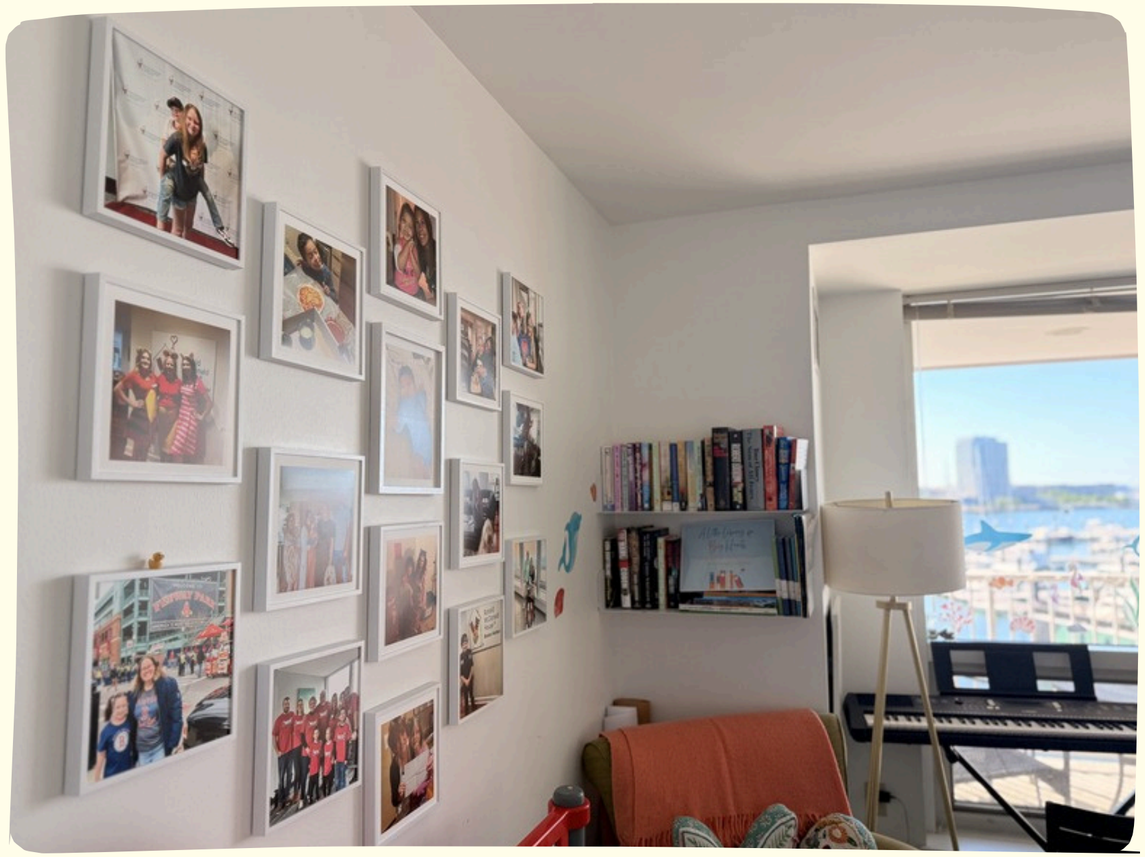
They are equipped with conveniences such as a kitchen, laundry facilities, internet access and are staffed by caring volunteers,

These rooms offer family members a place to relax or decompress right within the hospital where their child is receiving treatment.



Logic Model

Family Rooms





Our Care Mobiles

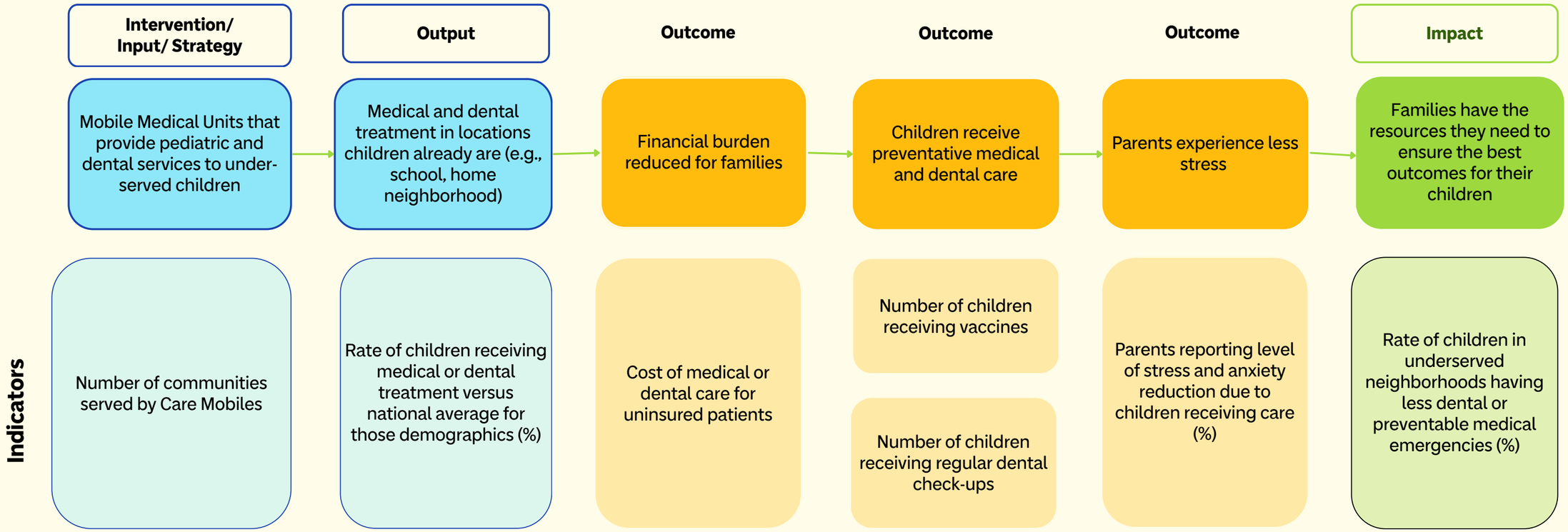
Providing pediatric dental & medical care to underserved communities

Staffed with pediatric specialists, the Ronald McDonald Care Mobiles provide cost-effective, high-quality medical, dental and health education services to under-served children in rural and urban areas in eastern New England.

All Ronald McDonald House Care Mobile services are provided in a 40-foot long, 8-foot wide, state-of-the-art vehicle built specifically for delivering pediatric health care services.
You may be surprised to learn that tooth decay is the most common chronic childhood disease today in the United States, five times more common than asthma. Because many children are not receiving the dental care they need, including preventative care, we designed our Ronald McDonald Care Mobile programs in Massachusetts and Rhode Island to deliver oral health services.

The **Ronald McDonald House Care Mobile in Worcester, Massachusetts** was the first of its kind in the world and provides medical and dental care to children with unmet healthcare needs.

The **Ronald McDonald House Care Mobile in Rhode Island (also known as The Molar Express)** provides dental care to children in local communities.



Logic Model

Care Mobiles

Impact

2025 Facts & Figures

Families served at Ronald McDonald House New England saved 2.7 million dollars

313 families

We had the privilege of supporting 313 families between our Boston and Providence Houses in 2025.

2 Family Rooms

Ronald McDonald House Family Room® programs are currently located within Hasbro Children's Hospital and Massachusetts General Brigham.

9,294 nights

We provided 9,294 nights of restful, secure lodging to families in need.

5,476 children

5,476 children have been served at both Ronald McDonald House Care Mobile® locations in Worcester,MA and Providence, RI.

18,280 meals

18,280 healthy meals were served to the children and their families by our volunteers and corporate partners

35 states

Families arrived from thirty five states across the United States.

$2.7 million

dollars were saved by the families served at the Ronald McDonald House New England. It costs us $172 per night to host one family.

98 volunteers

Ninety-eight active volunteers support families at both of our House locations.

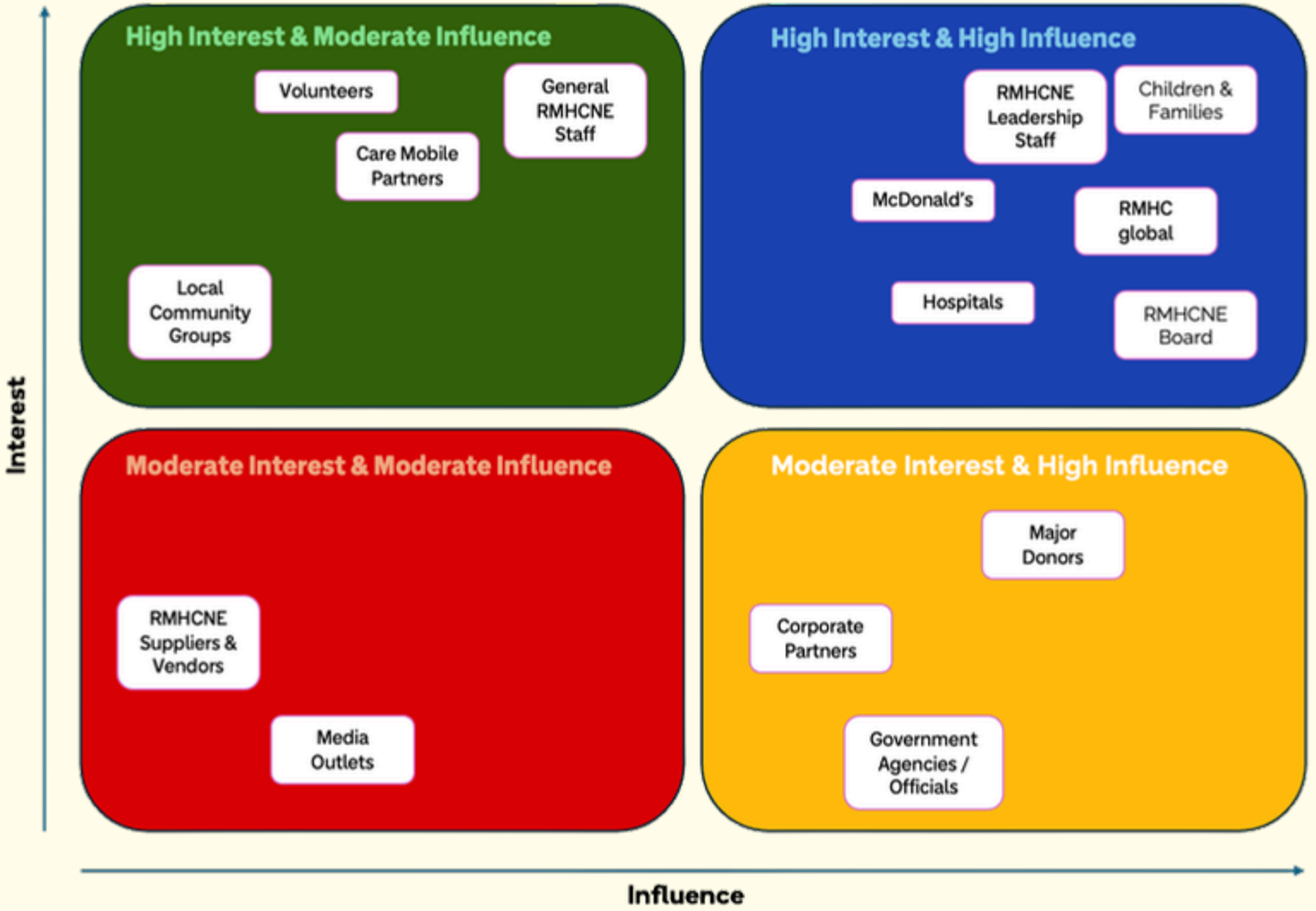

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Ronald McDonald House
New England


EXIT

Stakeholders

A mapping of our internal and external relationships with interest and influence as of the Fall of 2024



Some Notes about Boston

A case for expansion

In late 2024, we commissioned a Medical Needs Assessment through Kaufman Hall to understand the current state of demand for an expansion in Boston. We received their analysis in February 2025.

Executive Summary from the 2025 Report

There is opportunity for expansion: Ronald McDonald House New England is small, with 10 rooms available for families. Ronald McDonald Houses in the nation affiliated with similarly sized children's hospitals have 100+ rooms

Increasing number of requests from families: In 2024, 296 families were turned away, a 329% increase from 2021 and a 106% increase from 2023

Market bed need: There is a projected need for increased more than 100 beds to accommodate current volumes which has grown since 2022

Strategic Planning

A collaborative and inclusive process with people and relationships at the center

When we began the strategic planning process in Fall 2024, we knew *people* had to be at the heart of everything we do—particularly our families. While envisioning our organization's future, we recognized the need to reflect and acknowledge all the successes and milestones already reached and how we could build upon them. One theme kept emerging in terms of how we achieved such incredible outcomes in the past—relationships.

Our external relationships with key stakeholders like our strategic partners (e.g., McDonald's and hospitals), volunteers, donors, community leaders, other nonprofits, and corporations ensure that we can access additional talents, knowledge, and resources outside our organization to bolster and expand the great work we already do.

Our internal relationships – staff and Board – have to work harmoniously in identifying opportunities for improvement; facilitating communication channels for ideation, creativity, and problem solving; and fostering a culture of excellence, camaraderie, and continuous learning.

The Ronald McDonald House global network holds a vast wealth of institutional knowledge and expertise for information sharing, professional development opportunities, and best-practice benchmarking. Leveraging relationships with our peers is a critical means to ensure exceptional improvement. Additionally, we've adopted the Ronald McDonald House Global Impact Strategy Framework to support alignment efforts within the Ronald McDonald House global system.

Most importantly, we needed to center family voices in every aspect of our planning by giving them a seat at the table. Family-centered service has to be the essence of how we plan to serve more families better.

With relationships at the center, and combined with adopting Ronald McDonald House Global's strategic priorities for the system, we agreed upon 13 initiatives that map our transformational journey. These initiatives, firmly grounded in strengthening current relationships and forging new ones, are not only measurable, specific, and relevant to our day-to-day work but also propel us to new heights – all while maintaining a culture of excellence that results in families having what they need to ensure the best health outcomes for their children.

Committee

Committee Chair
David Denyse
Ronald McDonald House New England
Board of Directors, Secretary
The Coca-Cola Company, Retired

COMMITTEE MEMBERS

Demosthenes (Dick) Argys
Ronald McDonald House New England
Board of Directors, Member
Boston Children's Hospital

Jeniffer A.P. Carson
Ronald McDonald House New England
Board of Directors, Member
CMBG3 Law

Robert Durant
Ronald McDonald House New England
Board of Directors, Member
Littler Mendelson P.C.

Lauren Hoops-Schmieg
Staff, CEO

Tina Ledo
Staff, CSO

Karen Gresens
Community Volunteer

Sal Napoli
Ronald McDonald House New England Board of Directors, President
McDonald's Owner/Operator

Rekha Sampath
Ronald McDonald House New England Board of Directors, Member
Eastern Bank

Ellen Simmons
Staff, CAO

Erika Smith
Ronald McDonald House New England Family Member

Leslie Tremberth
Consultant

We are forever grateful for the work of developing this plan guided and supported by Ronald McDonald House New England's Strategic Planning Committee. The Committee's purpose is to ensure that the organization continues its culture of excellence in meeting the needs of its families; preserves long-term operational sustainability; and charts a pathway for expansion by leveraging its past, current, and future relationships.

Committee members met regularly to build the plan and will continue to meet and communicate throughout the next three years to review progress on meeting objectives and key results as well as revise/refine its content and relevance throughout its duration.

Timeline & Process

August 2024-June 2025 and Next Steps

August 2024: We recognized that the pandemic, chapter merger, and other challenges of the past few years necessitated a new Strategic Plan. Additionally, we wanted to adopt the new Ronald McDonald House Global Impact Strategy Framework With that, we formed the Committee and hired Leslie Tremberth to lead to planning phase. We agreed the process and timeline to build out the 2025-2027 Plan.

September-November 2024: Strategic Planning Committee met bi-weekly to agree stakeholders, establish number of interviews to conduct, and understand the Ronald McDonald House Global Framework. During this time, Leslie Tremberth met one-on-one with dozens of stakeholders to compile feedback and relay that back to the Committee. We commissioned a Medial Needs Assessment with Kaufman Hall to understand demand for a Boston expansion.

November-December 2024: The Board and Leadership Staff held a Strategic Planning Retreat to review feedback, conduct a SWOT analysis, and map out Initiatives. The Committee then reviewed the initiatives and further refined them to prepare the overall framework. The Board approved the framework, which included aligning our mission, vision, purpose, values, and priorities with Ronald McDonald House Global and the local initiatives as drafted through the planning process. The Board formally approved exploration into a Boston expansion.

January-March 2025: The Leadership Staff continued to meet to refine the initiative and outline key results to support the Plan. The Leadership team assigned annual goals and OKRs to staff members and the Board of Directors. The Board reviewed the draft OKRs prior to the March 2025 Board meeting.

April-June 2025: We continued to develop the narrative and other supporting contents to the Plan and shared them with the Committee for further review and refinement. The Board approved the entirety of the Strategic Plan in June 2025.

We hired the consultancy firm, Campbell & Co, to help us build a separate strategy for Boston expansion that includes long-term financial planning and a capital campaign.

Next Steps: The Leadership team reviews progress on the OKRs monthly. The Committee will meet quarterly to ensure accountability and make recommendations. The OKRs will be shared at Board meetings. We'll hold a Strategic Planning Retreat annually in November to discuss overall results and determine if we need to pivot on or update any of the Initiatives.

Competitive Analysis

Our planning has been informed by analyzing feedback received during our stakeholder interviews and Strategic Planning Retreat in the Fall of 2024

strengths

- Providence House is well-established and correct size to meet demand
- Volunteer retention is above 70%
- Strong relationships with several of our hospital partners
- New England McDonald's BU/Co-op and their Owner/Operators are very supportive of Ronald McDonald House New England
- Well-trained staff who are passionate about mission and family-centered services
- Excellent community-building programming in Boston
- Financially solid cash position

weaknesses

- Ongoing misperception that the house is fully funded by McDonald's
- Boston and Providence are different facilities with different needs – need to build "one-chapter" mentality
- Design of the current Boston house makes it hard for people to visualize what a new house would look like based on seeing that space and hampers funding efforts
- Leased apartments for RMH Boston Harbor are very expensive
- Misconceptions about who we serve – that it's only kids with cancer and neonate babies.

opportunities

- Impending Ronald McDonald House global rebrand should help clarify the McDonald's connection
- RMHC global recognizes Boston as a key market in which to support and invest
- Board, community members, hospital partners, and McDonald's partners recognize and are supportive for need of larger footprint in Boston
- Boston Children's Hospital is willing to work with us on possible new house site at Franciscan Hospital

threats

- Supporters are confused how funding works between houses (i.e., want to support a "specific" house only)
- Increased demand from children with behavioral health needs require different services.
- "Boston House" on Kent St still creates confusion with donors, families, and other partners
- Federal funding at risk for nonprofits increasing competition for private funds
- Cost, availability, and competition for downtown Boston real estate
- Cost in building materials may increase expenses to build new Boston house

Strategic Priorities

As established by Ronald McDonald House Global and approved locally by the Ronald McDonald House New England Board of Directors in December 2024

PRIORITY 1 — **Serve More Families, Better**

PRIORITY 2 — **Drive Engagement**

PRIORITY 3 — **Enhance Collaboration**

PRIORITY 4 — **Prioritize People**

Our strategic priorities for 2025-2027 guide our focus and prioritize our resources and efforts.

These four priorities will be delivered through 13 Initiatives and 29 OKRs that we'll measure over the next three years.

We've evaluated and ranked each initiative in priority by cost, ease of implementation, and value to the organization.

Board members and leadership staff have key results tied directly to their overall goals to keep these OKRs at the forefront and ensure the Strategic Plan is an omnipresent resource and tool in to serve families.

Initiatives

Serve More Families, Better

- Center family voices in defining Care
- Adopt digital tools and resources to enhance care and communication with families
- Address barriers to improve amenities and care
- Build and execute on a plan for Boston expansion

Drive Engagement

- Build brand awareness in Boston market
- Develop ambassador plan to create authentic connections and enhance visibility to all our programs
- Leverage current and create new narratives and collateral that educate donors and partners about critical needs and services

Enhance Collaboration

- Leverage Ronald McDonald House global network to benchmark, adopt, & iterate on best practices from other like-sized and aspirational chapters.
- Expand strategic external relationships with mission-aligned organizations and entities.
- Foster hospital partnerships to maximize communication & stay abreast of key developments in growth and care

Prioritize People

- Attract & retain the best talent
- Foster a culture of excellence, care, and camaraderie
- Build capacity in our systems and staffing models

Serve More Families, Better

Center family voices in defining care

Families are at the heart of what we do. Their feedback through surveys, participation in our committees and leadership structure, and one-on-one interactions is imperative in ensuring our programs remain meaningful, relevant, and impactful during their child's medical treatment.

Responsible for success:

While family care is everyone's role, the operations team owns those relationships, oversees execution, and monitors progress.

Lead(s): Olivia Brooks & Joanna Powers
Supported by: Lucy Cappello, Lauren Hoops-Schmieg, Tina Ledo, Brenda Racine, Family Advisory Council, Volunteers

Priority level: HIGH

Building relationships with and garnering real-time feedback from families is critically important and valuable to the organization. Survey and committee participation are low in financial cost. They require considerable staff time for initial set up, training, and follow up but encounter few barriers for implementation. The largest risk is poor participation by families given the stress and pressure they are experiencing, so asking for their participation or feedback needs to be done respectfully and frictionless.

Key Results

- Establish Family Advisory Council that has both local house members and a chapter-wide Council. Local House councils should meet bi-monthly requiring 6 meetings each year and Chapter council should meet semi-annually with at least two meetings each year.
- Add one Ronald McDonald House family member to at least two Board committees with the goal of adding at least one family member serves on the full Board of Directors in 2026.
- Families receive Family Survey digitally and a hard copy at check out as well as a follow up reminder two weeks after check out.
- Increase Family Survey Completion by 75% year-on-year.

Serve More Families, Better

Adopt digital tools and resources to enhance care and communication with families

Communications technology consistently evolves and improves. We need to stay informed, current, and nimble in how we reach families. Adopting modern methods and tools is critical when imparting timely and important messaging and care in the ways in which families are accustomed using.

Responsible for success:

Technology falls under the purview of Operations but is supported by the Finance department and the CEO due to high-cost potential

Lead(s): Tina Ledo
Supported by: Olivia Brooks, Abigail Despres, Lauren Hoops-Schmieg, Joanna Powers, Family Advisory Council

Key Results

- Develop and implement a mobile app and digital signage for use by Ronald McDonald House families by June 2025.
- 75% of Ronald McDonald House families will download the mobile app at check-in
- Conduct quarterly meetings to review feedback collected from families via the mobile app
- Achieve 2-way communication through the app with 80% of families post-checkout

Priority level: MEDIUM

Seamless communications with our families is very important to the day-to-day operations of the organization – whether it is for emergencies, program updates, or imparting information pertinent to their stay. Technology systems become obsolete quickly and the cost of either maintaining older systems or adopting new systems is high; requires significant planning; and needs to be tested extensively before roll-out. Identifying and implementing new platforms or systems often require external expertise as we do not have technology experts on staff. It's necessary to utilize platforms that are user-friendly for both staff so that the content stays fresh and families stay informed.

Serve More Families, Better

Address barriers to improve amenities and care

Families are experiencing extreme stress when they come to our programs. We consistently need to evaluate ways in which we can minimize their burden. Identifying key infrastructure challenges such as transportation, food insecurity, and language barriers are just some areas of focus we can address now.

Responsible for success:

Operations oversees the execution of these programmatic needs; however, they require support from HR, Finance, and Fundraising to implement.

Lead(s): Olivia Brooks, Tina Ledo, Joanna Powers
Supported by: Abigail Despres, Lauren Hoops-Schmieg, Ellen Simmons, Family Advisory Council, Board of Directors

Key Results

- Secure at least 2 new long-term bilingual volunteers by end of 2025
- Conduct 2 activities per month for Boston families, either onsite or at a partner location
- Hire at least one staff member who speaks Spanish fluently by June 2026
- Launch Spanish version of website and mobile app by December 2026
- Provide at least one nutritious meal at Boston daily

Priority level: LOW

The breadth and depth of the effort required for these results are multi-year projects that require significant financial and/or infrastructure investment. Transportation is a larger issue in Boston and cannot be fully investigated until a new site is secured. Qualified, bilingual new volunteers and staff onboarding needs to be intentional and imbedded into the recruitment process and can take time to realize success. We have begun the work to address our food program in Boston through new funding and partnerships, but it is costly and requires additional capacity building to ensure its long-term sustainability. Ultimately, improving amenities and care are not easy to implement but are very important to the family experience in our programs.

Serve More Families, Better

Build and execute on a plan for Boston expansion

We vastly underserve one of the most important and acclaimed pediatric medical treatment hubs in the US. Our current programs don't satisfy the demand required by the excellence in care delivered by our hospital partners. Now is the time to build capacity and expand our footprint in Boston.

Responsible for success:

Boston expansion requires commitment and action from the entire Board, leadership staff, Ronald McDonald House Global, and our hospital partners

Lead(s): Lauren Hoops-Schmieg
Supported by: Leadership Staff, Board of Directors, Ronald McDonald House Global, Hospital Partners

Key Results

- Achieve at least "Growing" classification in Ronald McDonald House Chapter Excellence initiative in 2026
- Assign tasks to Leadership team to work through Ronald McDonald House Global project template with first section completed by June 2025
- Long-term (5-10 years) Financial Plan created by September 2025
- Long-term (5-10 years) Financial Plan approved by Board December 2025
- New location for Boston house secured by December 2025
- Expansion plan activated by December 2025

Priority level: VERY HIGH

The Board and staff have been investigating Boston expansion for more than a decade. Leasing a limited number of apartments is expensive, unsustainable, and provides no reasonable path for growth long-term. Demand from families and hospitals continues to increase, and we maintain high wait lists and turn away families at unacceptable rates. We are not meeting our mission and providing the families whose children need medical treatment in Boston the services they deserve.

Boston real estate availability for the size property we'd need is severely limited. Real estate prices and building costs in Boston is significantly higher than most areas in the US. However, we recognize that Boston expansion is the highest organizational priority and needs to happen now. It will be an enormous and expensive undertaking requiring significant investment and effort from the entire organization and our partners. This initiative will have its own separate plan.

Drive Engagement

Build brand awareness in Boston market

Despite being a global brand, recognition and understanding of the Ronald McDonald House New England in Boston is lacking. If we are to build and expand significantly, we need to undertake a large-scale multimedia awareness campaign in the Boston market to create excitement and support to drive donations and volunteerism.

Responsible for success:

The advancement team holds primary responsibility for messaging and engagement, however, support comes from the CEO and Board of Directors through their networks.

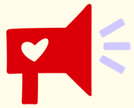
Lead(s): Hanah Fadrigalan and Ellen Simmons
Supported by: Lauren Hoops-Schmieg, Board of Directors

Key Results

- Secure Media partnership in Boston market
- Secure 5+ media placements annually (TV, print, digital)
- Grow Boston-based social media following by 25%

Priority level: HIGH

The Boston media market is notoriously difficult to penetrate. As we haven't had a large footprint or campaigns to bring awareness previously, it will take extensive networking and effort to drive awareness to the good work we do and the needs of our families. Media coverage in Boston is highly competitive and will be a multi-year project. Our Marketing Director has past experience and several connections in the Boston media market and hopes to continue progress in drawing attention to our mission. In early 2025, we began making inroads through some key promotions via McDonald's and Ronald McDonald House Global connections. Stronger awareness as we roll out a Boston expansion campaign will help drive donations, volunteerism, and corporate and community partnerships—all extremely valuable to the organization.



Drive Engagement

Leverage current and create new narratives and collateral that educate donors and partners about critical needs and services

Telling our families' stories have proven to be the most effective and powerful means to engage our donors and partners. Drawing attention to and maintaining people's attention in a very noisy media landscape has to be through innovative, creative, and impactful storytelling

Responsible for success:

The Advancement team leads this initiative but is supported through stories shared by families and the Operations team.

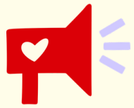
Lead(s): Hanah Fadrigalan
Supported by: Ellen Simmons, Operations team, Family Advisory Council, media partners

Key Results

- Develop 5+ new storytelling pieces (videos, blogs, or donor spotlights) showcasing impact
- Develop consistent quarterly newsletters with open rate above 40% and click through rate above 3%
- Newsletters average an open rate above 40% and click through rate above 3%

Priority level: MEDIUM

We've launched several innovative marketing pieces in the past year including our new family podcast, our Shamrock Shake promotions, and our family speakers during our mission moments at events, meetings, social media, and newsletters. Asking our families to share their stories needs to be done with care and compassion—giving them the space to feel comfortable to do so and respecting their decision should they not choose to share. While we already have a robust marketing plan and solid collateral, creativity takes energy, time, and focus. Our team is small but mighty and we want to be sure that they have the capacity to do good work.



Drive Engagement

Develop ambassador plan to create authentic connections & enhance visibility to our programs Many people are passionate about Ronald McDonald House New England and our mission, but we could do more. One of the most effective ways to herald the good work we do, share the needs of our families, and introduce new supporters to the organization is by enlisting respected and well-connected influencers act as ambassadors.

Responsible for success:

The Advancement team leads but the Operations team and Board also can leverage their connections within the chapters and identify potential ambassadors.

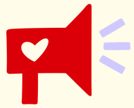
Lead(s): Hanah Fadrigalan and Ellen Simmons
Supported by: Operations team, Board of Directors, community partners, media partners

Key Results

- Recruit at least 10 ambassadors from diverse backgrounds by end of 2026
- Develop and implement a comprehensive onboarding for ambassador program by beginning of Q1 2026
- 100% of ambassadors receive comprehensive onboarding within 3 months of joining
- 100% of ambassadors participate in at least 2 signature events and to promote Ronald McDonald House New England programs and mission.
- Generate 50 social media posts annually featuring ambassador stories, testimonials, or activities
- Social Media averages engagement rate of at least 10%.

Priority level: LOW

Both the Boston and Providence regions benefit from this type of engagement. We enjoy high visibility and awareness in the Providence area, so enlisting ambassadors will be easier than in Boston. The ambassador program doesn't have high financial costs associated with to its execution; however, this initiative will take significant staff (and possibly Board) time and effort to identify/recruit candidates and create/execute an impactful program. Once up and running, it will provide excellent word of mouth coverage and engagement for the organization.



Enhance Collaboration

Leverage Ronald McDonald House global network to benchmark, adopt, and iterate on best practices from other like-sized and aspirational chapters

The institutional knowledge, professional development opportunities, passion for our mission, and expertise available from our global organization and sister chapters is invaluable. It is imperative we participate fully in the system to build on success and ensure continuous improvement.

Responsible for success:

The CEO and HR Manager lead this initiative, but all departments and staff participate and support in its execution.

Lead(s): Lauren Hoops-Schmieg & Tanvi Devasser
Supported by: Ronald McDonald House NE Staff, Ronald McDonald House Global, other Ronald McDonald House chapters

Key Results

- At least 75% of leadership staff attend at least one in-person Ronald McDonald House global or regional conference annually
- Quarterly best practice sharing among departments their staff has adopted through an Ronald McDonald House global connection or via RADAR
- Develop a baseline of trainings on RADAR that each new team member must participate in within one month of start date. Trainings can be individual, departmental, or system-wide learnings that will help in their acclimation to the system and/or job function

Priority level: HIGH

One of the benefits in being part of a global organization is the wealth of knowledge, peer networking, and tangible support available to our chapter. With significant expansion on the horizon, learning from other chapters on what their successes and challenges have been as well as seeing their programs and family-centered spaces in action is extremely helpful and probably the best way to help with visioning and developing our own plan. The infrastructure to network and share is already in place and easy to implement. Travel can be expensive but is an investment the chapter needs to make so that staff have professional development and in-person networking opportunities in addition to virtual channels.



Enhance Collaboration

Expand strategic external relationships with mission-aligned organizations and entities

Community groups, corporations, and other nonprofits who share our values and passion for service are important partners in advancing our mission. They can supply financial and in-kind support; provide supplemental program delivery; and enlist new individual supporters and groups for volunteer and giving opportunities.

Responsible for success:

Volunteer Managers and Marketing Director lead this initiative with support from Operations and Advancement teams.

Lead(s): Lucy Cappello, Hanah Fadrigalan
Supported by: Olivia Brooks, Joanna Powers, Advancement team

Key Results

- Register (opt-in) contact details of corporate volunteer group individual members into donor and volunteer databases for future follow by Q3 2025
- Create/distribute “Future Engagement” collateral for members of corporate volunteer groups and community partners who participate in group volunteer activities by June 1, 2025
- Create/execute ongoing communications plan to corporate and community groups/their volunteers about future opportunities by December 2025
- Minimum 5 corporate volunteer groups return for new or renewal activities and an increase of 10% of all groups YOY in subsequent years
- 20% increase YOY in conversion number of individuals who participated as corporate volunteers to funding donors



Priority level: MEDIUM

We have a multiple of ways to engage with partners. Volunteerism is an excellent teambuilding activity for corporate groups and delivers valuable service to our families. Community groups and other nonprofits center service at the heart of what they do. These group volunteer activities provide a great introduction to the organization and our mission. People often look for meaningful ways to connect and have impact, and by introducing them to the Ronald McDonald House New England through these group activities, we can build upon that engagement with new opportunities and ensure a virtuous cycle of networking and service. However, individuals can feel bombarded with information and feel stretched too far to commit to further engagement and so we must ensure our messaging and future opportunities align positively with their own capacity and time constraints.


BOSTON
YOU R
MY HERO


Ronald McDonald House New England


Ronald McDonald House New England



Enhance Collaboration

Foster hospital partnerships to maximize communication and stay abreast of key developments in growth & care

Our work starts and ends with our hospital partnerships. We need to stay current with their own planning and initiatives and maintain consistent communication to ensure the best support and care for our families while they are in our programs.

Responsible for success:

The Operations team has the closest relationships with hospital partners for daily work with Marketing & CEO providing support.

Lead(s): Olivia Brooks & Joanna Powers
Supported by: Hanah Fadrigalan and Lauren Hoops-Schmieg

Key Results

- Develop and implement a hospital partnership onboarding program that educates new partners on Ronald McDonald House New England services at least 3x per quarter for newly onboarded staff hospital staff
- Create and distribute a quarterly hospital impact report that tracks the outcomes of partnerships
- Establish and record key contacts in the social work departments at each major referring hospital
- Build and execute a hospital partners communication plan with (at minimum) quarterly touchpoints
- Hold annual “update/training” sessions with all Social Work departments.

Priority level: HIGH

Demand for our programs relies on strong hospital relationships built on trust and consistency. By having regular touchpoints in a variety of methods and at different levels of our organizations, we not only stay current with new hospital developments but also ensure they are aware of the impact our programs play to promote healing and healthy outcomes for children and their families. The primary cost associated with this initiative is our staff time required to be consistent with this outreach. Hospital staff are stretched: we need assure them that our communications and meetings with them are relevant to their work and an important use of their time.



Prioritize People

Attract & retain the best talent

The competition for talent is high. If we want the best, brightest, and most committed staff and volunteers, we need to make sure that we provide a compelling proposition for people at our organization.

Responsible for success:

The HR Manager is primarily responsible for recruitment and onboarding but is strongly supported by CEO, Board, and Leadership team

Lead(s): Tanvi Devasser
Supported by: Lauren Hoops-Schmieg, Leadership Staff, Board

Key Results

- Increase diversity representation by 10% for volunteers, board members, and staff YOY
- Increase employee satisfaction scores by 20% in the next annual employee survey
- Conduct 360-degree feedback assessments for managers and achieve an average rating of 80% satisfaction

Priority level: HIGH

Our mission to serve families can only succeed by the caliber and commitment of our staff, volunteers, and board members. The nonprofit sector renumeration packages are lower than the private sector so we have to be able to compete at a more personal level in terms of reaching those who wish to make impact while balancing it with work/life balance, meaningful connections with colleagues, great communication at all levels, and benefits packages that meet the needs of modern society. We need to keep feedback lines open in all directions so that we can monitor and adjust whenever needed.

Prioritize People

Foster a culture of excellence, care, and camaraderie

We need to ensure our organization fosters collaborative and harmonious working relationships, celebrates success, and supports the well-being of those who deliver our mission daily in order to deliver the best care for our families.

Responsible for success:

The CEO sets the tone for the entire organization with key execution of policy by the HR Manager and is supported by the leadership staff and the Board of Directors

Lead(s): Lauren Hoops-Schmieg, Tanvi Devasser
Supported by: Leadership Staff, Board

Key Results

- Implement a recognition and rewards program and achieve an 85% participation rate
- Measure employee satisfaction with work-life balance and achieve a 75% satisfaction rate
- Achieve a 10% increase in the percentage of employees meeting or exceeding all their performance goals
- Cross-departmental/cross-house collaboration increases by 15% by end of 2025

Priority level: HIGH

Our work serving families whose children are going through serious medical treatment can take a toll. Staff burnout is a real threat, and we need tangible strategies to mitigate the mental load staff experience. Creating a workplace that infuses lightness and joy while meaningfully recognizes excellent work is imperative to staff morale. Staff who have a work/life balance, enjoy working with each other, and feel appreciated perform better – which results in better service to our families. Not all staff will be a good fit for this model, so it is important to hire the right candidates, monitor performance, keep open lines of communication, and provide timely feedback consistently.

Prioritize People

Build capacity in our systems and staffing models

We are on a growth trajectory. In order to meet the moment, we need to ensure we have the right expertise, access to trends in our fields, and the correct staffing models, which requires investment and buy-in at all levels of the organization.

Responsible for success:

The CEO and HR Manager lead with support from the Leadership Staff, Board, and Ronald McDonald House global and the Ronald McDonald House network

Lead(s): Lauren Hoops-Schmieg, Tanvi Devasser
Supported by: Leadership Staff, Board, Ronald McDonald House Global

Key Results

- Conduct quarterly review of organizational chart, roles and responsibilities with leadership team
- Implement a professional development program for all full-time and regularly-scheduled part-time staff by April 2025
- Achieve 90% employee participation in professional development program by December 2026
- Identify top 3 high-potential employees and create and communicate with those employees promotion readiness and succesion plans for them .

Priority level: HIGH

Growth requires measured and intentional scaling of our staff capacity both in terms of the number of staff we have and the skills our staff possess. Without thoughtful investment into professional development and departmental structure, we risk expansion without support—putting the care we give to our families at risk. We have a talented and committed staff who are eager to build their skills and participate in meaningful learning opportunities. A staff who stay curious and energized is an engaged and high-performing workforce and a tremendous benefit to the organization.

Enablers

As established and outlined by Ronald McDonald House Global and approved locally in December 2024

Research & Insight

Enhancing our research and insights capability is critical to building our case for support, engaging key stakeholders, making data-driven decisions, measuring our impact, and advocating for our mission. Given our focus on improving health outcomes for children, research and insights will be critical to measuring our success and will play an important role in accelerating our impact.

Technology

Improving our use of technology and the platforms that underpin our work can accelerate our impact. What this means for our System, Global and each Chapter, may vary, but we collectively strive to digitally transform our operations and the family experience in ways that deliver the most value for our System.

Our enablers are essential capabilities that will help us go farther and faster in enhancing our capacity. They accelerate us delivering across each of the strategic priorities.

They are key to enabling us to operate more efficiently and effectively, to improve our ways of working, and ultimately bring us closer to realizing our vision.

Foundations

As established and outlined by Ronald McDonald House Global and approved locally in December 2024

McDonald's Partnership

Hospital & Healthcare Partners

Equity, Diversity, & Inclusion

Family-Centered Care

Our foundations underpin everything the Ronald McDonald House network has accomplished in the past 50 years, and we believe they will be critical as we kick off our chapter.

Our foundations fortify our ability to deliver our mission and our capacity to improve the quality and reach of our services. They support us, as we support the families we serve.

McDonald's Partnership

As our founding and forever mission partner, our relationship with McDonald's continues to inspire us and is critical to our success.

It is essential that we continue evolving and strengthening this important partnership – ensuring the company has an even greater understanding of our work, mutual benefits of our partnership, deeper ways to partner with and support us, and the powerful impact we can achieve together.

Hospital & Healthcare Partners

We do not exist without our hospital partners. We also believe we have a critical role to play within the broader healthcare ecosystem. That's why these relationships are foundational to our mission.

We continue to deepen and expand our relationship with our hospital and healthcare partners, aligning on objectives and working together to support every family's needs to ensure the best health outcomes for their children.

Equity, Diversity, & Inclusion

As a fundamentally inclusive organization, equity, diversity and inclusion have always been core to our mission. We strive to continue improving our commitment and practices in these areas across our System.

Our commitment is that every family, team member, volunteer or partner feels a true sense of welcome, belonging, and safety whenever they experience our people, brand or services.

Family-Centered Care

At the core of what we do isx ensuring that families are able to be actively involved in their child's health and wellbeing.

We continue to embrace our long-standing focus on better promoting and enabling Family-Centered Care in the services we provide, the spaces in which we provide them, and in the way we influence the broader health and philanthropic sectors.

Ronald McDonald House New England Strategic Plan

Purpose
Caring for families with children who are ill or injured.

Vision
A world where every family has what they need to ensure the best health outcomes for their children.

Mission
We provide essential services that remove barriers, strengthen families, and promote healing when children need healthcare.

2025 – 2027 Strategic Priorities

Serve More Families, Better

- Center family voices in defining care and programmatic needs
- Adopt digital tools and resources to enhance care and communication with families
- Address barriers to improve amenities and care
- Build and execute on a plan for Boston Expansion

Enhance Collaboration

- Leverage Ronald McDonald House global network to benchmark, adopt and iterate on best practices from other like-sized and aspirational chapters.
- Expand strategic external relationships with mission-aligned organizations and entities
- Foster hospital partnerships and stay abreast of key developments in growth and care.

Values

We lead with compassion

We are deeply respectful

We act with integrity

We are firmly committed

Drive Engagement

- Build brand awareness in the Boston market
- Develop ambassador plan to create authentic connections and enhance visibility to all our programs
- Leverage current and create new narratives and collateral that educate donors and partners about critical needs and services

Prioritize People

- Attract and retain the best talent
- Foster a culture of excellence, care, and camaraderie
- Build capacity in our systems and staffing models

Enablers: Research + Insights Technology

Foundations: McDonald's Partnership Inclusion and Belonging Hospital/Healthcare Partners Family-Centered Care