Nanaimo & District Hospital Foundation

2018-2019 Strategic Plan

INTRODUCTION

Working with the Board of Directors of the Nanaimo & District Hospital Foundation it was agreed that the CEO would develop a comprehensive strategic plan in preparation for the next 3 - 5 years. The plan was originally presented to the Board in March, 2017 and updated in the spring of 2018.

Objectives

All 1 – 5 Ends were reviewed and these objectives were derived as part of the strategic planning sessions:

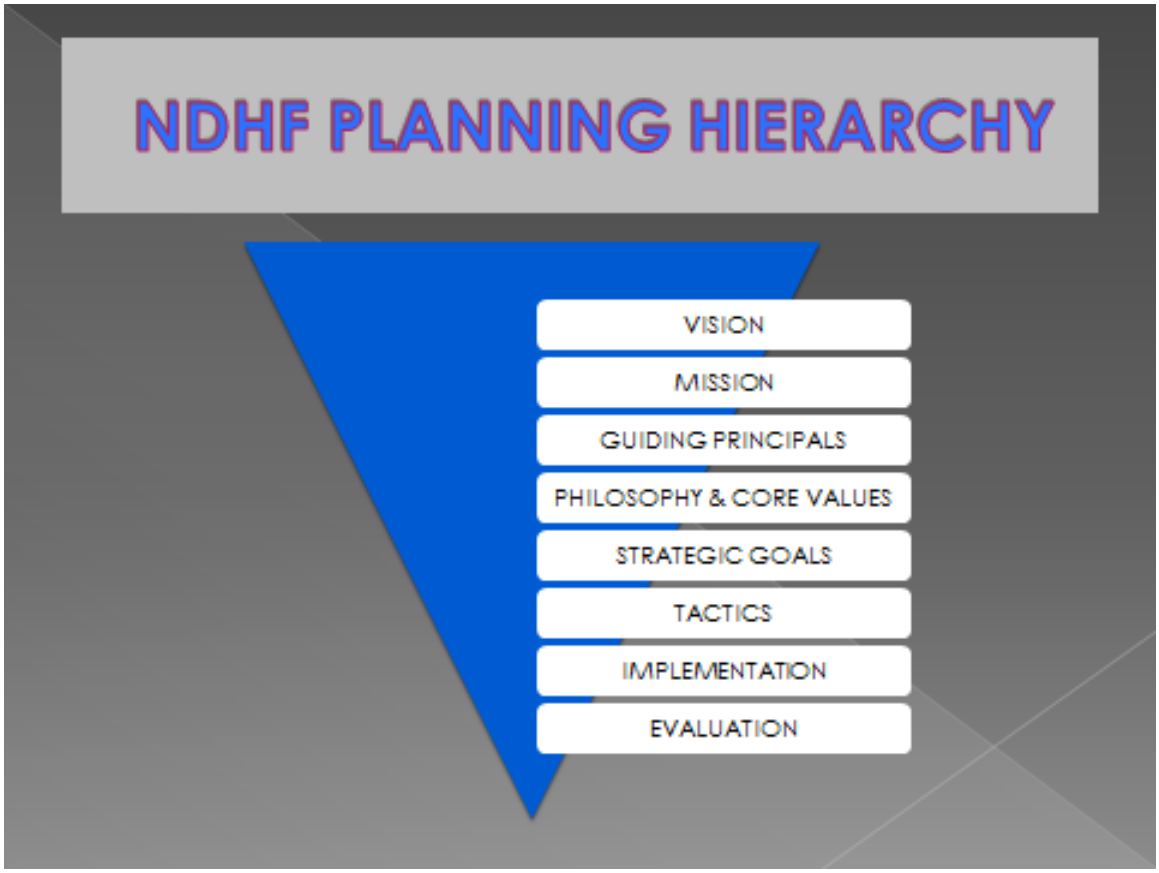
- Assess the Foundation's strategic environment
- Review the Foundation's vision and mission statements that guide the Foundation's decisions and actions
- Discuss and confirm the Foundation's priorities and strategies for the next three years
- Identify key tactics that will support the achievement of the confirmed strategies
- Discuss how the Foundation's performance will be monitored and evaluated against stated strategic directions
- Celebrate the successes and achievements of the staff and board

Approach

Building on the strong community presence currently enjoyed by the Foundation, under new leadership, we are poised to pursue a renewed and bold strategic direction – one envisioned to create strong community relationships, an enriched donor experience, and a true partnership with Island Health in support of healthcare excellence within Central Vancouver Island.

Through increased community presence, visibility, and innovation, the Foundation is focused on increasing the funds it raises to support our regional hospital and other healthcare facilities, while honouring our long-standing values of donor-centred fundraising, fostering relationships, and living by our ethical and professional standards.

As the Foundation's fundraising activities grow, we recognize that the time has come to secure our position of philanthropic leadership and to publicly exhibit our culture of excellence.



VISION STATEMENT

A vision statement provides direction to an organization and its representatives. It creates an image of the desired state and provides inspiration; revealing the ethos of 'what it wants to be'.

Foundation Vision

We are leaders in philanthropy dedicated to healthcare excellence

MISSION STATEMENT

A mission statement describes the purpose and function of an organization and its efforts. It emphasizes the organization's prime objective, affirming 'what it does'.

Foundation Mission

We are dedicated to raising and stewarding funds to achieve healthcare excellence for Central Vancouver Island

GUIDING PRINCIPLES

The execution of the strategic direction, the performance of established mandates or deliverables, and any corresponding tactics shall be guided by the following fundamentals:

Public Benefit & Accountability
The Foundation has an ethical obligation to understand its role as an entity that engages and inspires individuals and our community for the benefit of healthcare leadership on Central Vancouver Island. We conduct our activities with transparency, integrity and accountability.

Governance & Leadership
The Board of Directors defines the Foundation's mission, vision, and values, and provides overall leadership and strategic direction to the Foundation.

Evaluation
The Foundation regularly measures its performance both in terms of effectiveness, such as outcomes and results, and efficiency, such as processes and procedures.

Strategic & Operational Planning
The Foundation defines its overall direction, and the strategies and tactics to be employed in fulfilling its mission, by regularly reviewing and updating its strategic plan. Through operational planning, the Foundation details measurable objectives, specific activities, and the budget.

Financial Management
The Foundation acts as a responsible steward in managing its financial resources, and always complies with all legal and ethical financial requirements. The Foundation adheres to sound accounting principles that produce reliable financial information and ensure fiscal responsibility.

Staff & Volunteer Management
The Foundation believes that effective management of human resources is essential for creating successful organization results. Consistent, fair, human resources management enhances staff morale and promotes cooperation.

Resource & Fund Development
The Foundation has an ethical obligation to ensure proper handling of donated funds to carry out its mission. The Foundation believes that fundraising should be conducted according to the highest ethical standards with regard to solicitation, acceptance, recording, reporting, and use of funds.

Marketing & Communications
Effective marketing and communications is central to the success of the Foundation's mission, goals, and activities. Internal communication is essential to motivate, inform, and counsel employees, volunteers, and Board members, and to set the stage for excellent external communications.

Technology

The Foundation manages information to ensure confidentiality, safety, accuracy, integrity, reliability, cost-effectiveness, and legal compliance. The Foundation invests in appropriate technology to enhance capacity, improve efficiency, and ensure the security of sensitive or confidential information.

PHILOSOPHY & CORE VALUES

The Nanaimo & District Hospital Foundation was founded on December 30, 1977 as a means for grateful patients and loved ones to support Island Health facilities. Today, we purchase vital equipment to ensure healthcare excellence in the Central Vancouver Island region. Our donors help Island Health to provide the highest quality health care services for everyone who needs them right here at home. Since inception the Foundation has stewarded donations to support improved facilities and has assisted in the funding of leading edge medical equipment to ensure our healthcare professionals have the tools they need to do their jobs.

The Nanaimo & District Hospital Foundation has become Central Vancouver Island's charity of choice. With the philanthropic support of the business & professional community, service organizations and the residents at large, we are the role model for responsible, ethical giving and we help advance excellent healthcare. The Foundation's organizational values mould and direct the considerations, decisions, and actions of our Board of Directors and staff. These values reflect and shape the culture of the Foundation.

Accountability

Open Communication
Outcome Oriented
Regard for resources & commitments
Strong relationships

Integrity

Act ethically & with integrity
Fair & consistent
Donor Bill of Rights
Transparent

Excellence

Imagine Canada Standards Program
Learning & development
Evaluation of performance
Healthcare excellence

Donor-Centred

Ethical fundraising
Stewardship reflects donor interests
Continuous improvement
Best practices

STRATEGIC GOALS

1. Build and sustain relationships to maintain trust. Identify, advocate and create urgency surrounding healthcare needs
2. Ensure the Foundation's viability and continuity by sustaining growth, and managing expenses
3. Manage the Foundation's two subsidiary businesses to ensure growth and maximise net profit.
4. Ensure the Foundation is well positioned to be proactive in support of regional healthcare initiatives

TACTICS

Strategy 1: (External)

- Build and sustain relationships to maintain trust
- Identify, advocate and create urgency surrounding healthcare needs

    1. Build urgency into all of the fundraising plans
    2. Develop and sustain a relationship with the NRGH Site Director and Island Health executive team to demonstrate the reliability and importance of the Foundation
    3. Meet regularly with Island Health staff at all levels to build strong relationships and assess opportunities for the Foundation to support Island Health needs
    4. Meet regularly with other Foundations to build best practices and assess future opportunities to work together

Strategy 2: (Internal)

- Ensure the Foundation's viability and continuity by sustaining growth, and managing expenses

    1. All communications will contain a direct ASK to donors and will use language to generate excitement and a sense of urgency
    2. Undertake appeals for specific equipment, campaigns or programs
    3. Plan for two appeals per year
    4. Develop a robust Major Gifts, Planned Giving and Estate Planning framework
    5. Review all Foundation expenses and minimize wherever possible
    6. Reduce the number of Foundation Events unless they are third party
    7. No authorization to Island Health to purchase equipment until we have raised the money
    8. Review the Investment mandate to allow for short-term cash investments as revenue grows
    9. Continue to review options for the Bowen Road strata units.

Strategy 3: (Subsidiaries)

- Manage the Foundation's two subsidiary businesses to ensure growth and maximise net profit.

    1. Consider options for moving the Nanaimo Lifeline program from existing Bowen Road location to either a new location, or to the space vacated by the Foundation
    2. Develop plans to increase business opportunities for the Nanaimo Lifeline program, to maximise the use of the call centre, and Lifeline products
    3. Consider options to rebuild, or renovate existing Code Brew kiosk in the lobby
    4. Have the architect for the Foundation build review Code Brew space and suggest layout options, including storage space
    5. Find a 'new look' for the Code Brew kiosk for the long term
    6. Develop a life-cycle plan for all Code Brew equipment

Strategy 4: (Developmental)

- Ensure the Foundation is well positioned to be proactive in support of regional healthcare initiatives.

    1. Ensure funding agreements are in place to ensure purchases are made only after the funds are raised
    2. Assess the progress with all equipment purchases prior to agreeing to any request for funding
    3. Develop a comprehensive Annual Fundraising Plan to include cultivation of major donors
    4. Continue with Major Gifts Plan
    5. Continue with Planned Giving Strategy
    6. Continue Donor Recognition Plan
    7. Continue to prepare the community and the Board for a possible campaign for up to $5 million in the future
    8. Ensure staff is fully trained and capable of being successful in achieving a $5 million campaign
    9. Working with Island health, to prepare naming opportunities for the campaign

IMPLEMENTATION

How Performance against the Strategic Plan will be Measured

- The Plan will be shared with all Foundation staff, and the staff of both businesses so that they may incorporate its guidance and direction into their plans, priorities, and activities
- The Plan will be placed on the Foundation's website
- Staff will align their planned activities and goals to the directions and strategies in the Plan
- Staff assignments and budget allocations shall be aligned with, and will support the strategies and tactics contained in the Plan
- Progress in plan implementation and staff performance will be monitored by the CEO and reported on to the Board.

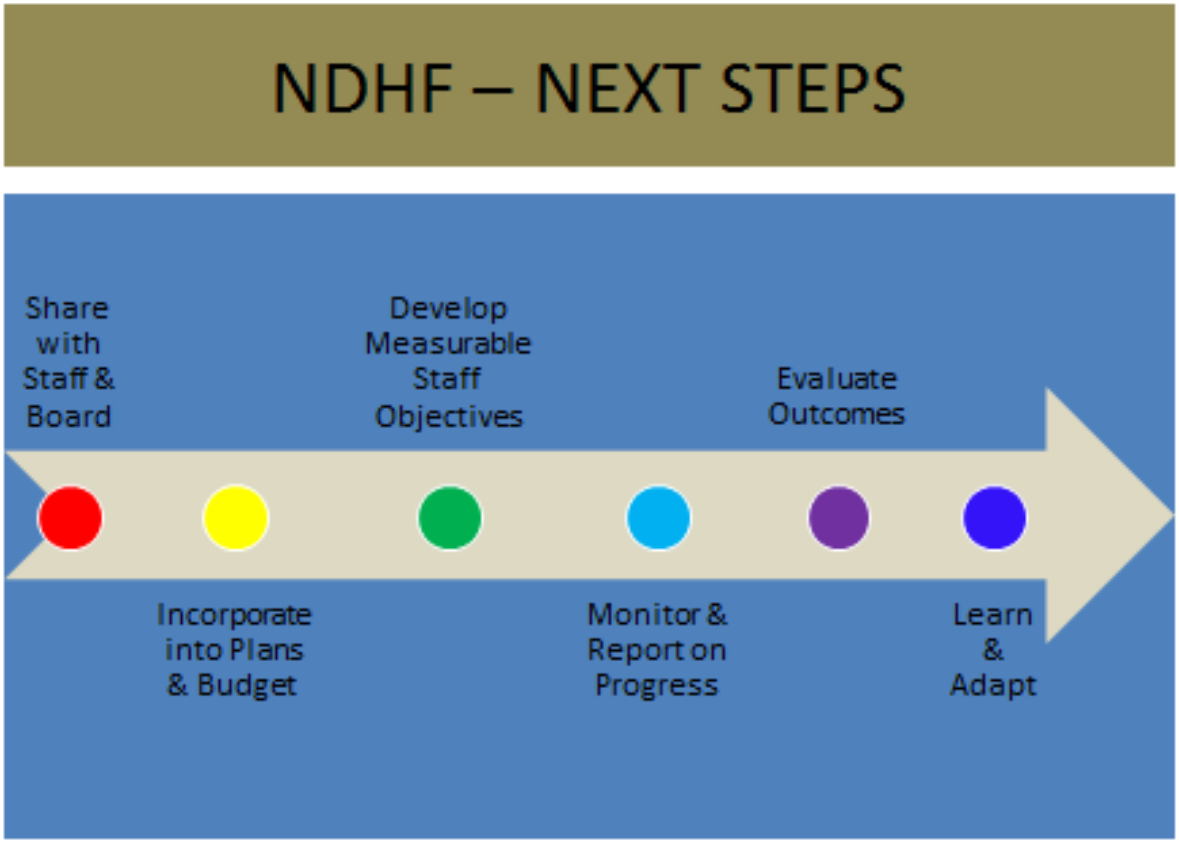
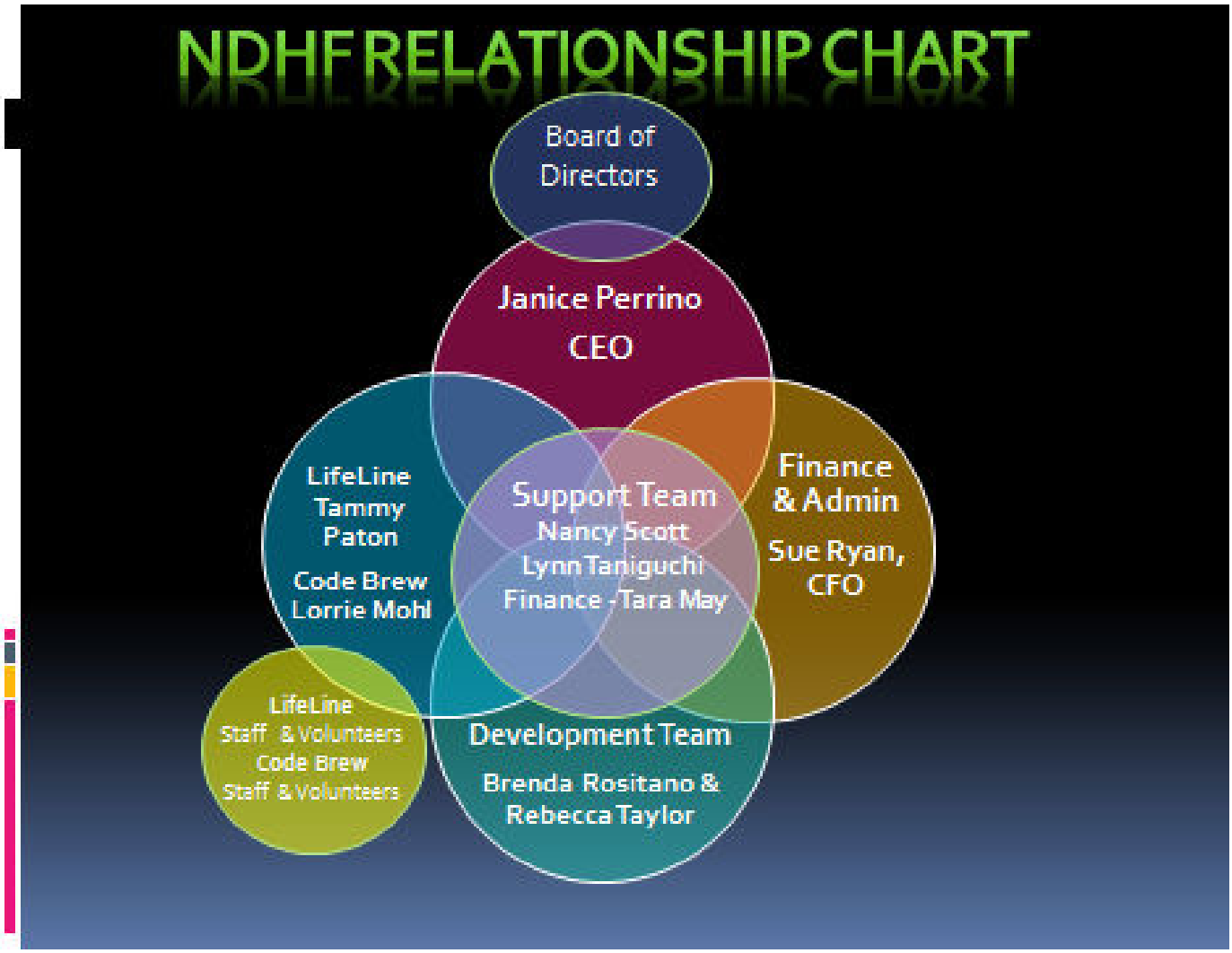
EVALUATION

- Debriefing after every event and appeal
- Determining if the event or appeal was successful or a failure
- Determining if the campaign was unsuccessful, whether it is worth doing again and if so what changes might be more effective
- Reviewing every process, determining what does and doesn't work, making changes where necessary

CELEBRATING EFFORTS

- Closing an appeal or event is an important milestone
- Paying for the equipment and informing donors
- Finish signage on donor walls for donors
- Celebrating success and ensuring everyone feels appreciated

NEXT STEP


NDHF – NEXT STEPS
Share with Staff & Board
Incorporate into Plans & Budget
Develop Measurable Staff Objectives
Monitor & Report on Progress
Evaluate Outcomes
Learn & Adapt

RELATIONSHIP CHART