

Strategic Plan

Nanaimo and District Hospital Foundation

2023 - 2026



NANAIMO &
DISTRICT
HOSPITAL
FOUNDATION



It's in our
Nature
to Give



The Nanaimo & District Hospital Foundation is embarking on an exciting journey to double our fundraising over the next three years.



"It's in Our Nature to Give" – our new tag line perfectly summarizes where we are going. The Nanaimo & District Hospital Foundation is embarking on an exciting journey to double our fundraising over the next three years. We will do this through engaging donors of all types who love where we live and share a collective vision of improving the health of our central island region.

The Foundation will build upon its strong history and organizational strengths to reach further into the central island region through greater engagement with all the facilities we support, and through fostering stronger and deeper partnerships with like-serving organizations and corporate partners.

We will also seek to be one of the first hospital foundations in Canada to mindfully create a dynamic community of donors; offering not just the opportunity to donate, but also the opportunity to engage with our mission and each other in ways that drive value to their lives.

Like many trails here on Vancouver Island, the path ahead will be strewn with hidden surprises that could trip us up, but we know the view at the end will be spectacular!



Tony Harris
Chair of the Board



Barney Ellis-Perry
Chief Executive Officer

Believing that an organization must always evaluate its relevance, through careful reflection, the Board of Directors believes the central island region needs the Foundation now more than ever.

We affirm the Foundation exists to:

- Improve the health and lives of the full central and north Island community.
- Support the brave and talented healthcare workers who deliver care.
- Care for our elders in long-term facilities.
- Facilitate important conversations that improve the health of our community.

In the fall of 2022 the Board and staff, in various configurations, leaned into the hard work of ideating a new strategic plan. This work was necessary because we believe why we exist is more important now than ever. We believe we must run the trail harder, faster, and better to meet the burgeoning needs of the central Island community. We must raise more money for all of our facilities and key community partners. We must also raise more money to prepare for our region's greatest need: a new hospital tower.

Our future state vision is bold:

- Within three years, we will double our annual fundraising from FY23's \$5M to \$10M in FY26.
 - We will do this by being an entrepreneurial, vibrant foundation engaging major donors and the community in support of central island healthcare.
- We will be known as excellent collaborators and facilitators of important conversations that improve the health of our community.
- We are part think tank. We generate conversations, we create groundswells. We make stuff happen by getting people thinking together.
- We are constantly evolving.
- In addition to having our hand out, we give others a hand up by collaborating to improve health outcomes. We understand the issues are bigger than just financial.
- Our Board is comprised of influencers using their power to facilitate change.

The following outlines our new strategic plan to get there:

New Hospital Tower Campaign

Vision 2026

We are a donor centric organization fundraising for patient comfort, medical equipment and medical staff education. We are focused on equipping the new High Acuity Unit and our six thematic areas of focus; Cancer Care, Community and Family Health, Critical Care, Heart and Stroke Care, Innovation, Mental Health

People

- Board
- Donors
- Staff
- Contractors

Community Engagement

- Patients
- Community
- Tax payers

Innovation

- Entrepreneurial
- Code Brew
- Lifeline

Partnerships

- Island Health
- NRGH
- NRHD
- Municipal

Constants

Data Marketing & Communications Finances Engagement Stewardship

Annual Outputs

- Fundraising plan
- Work plans - Staff and Board
- Metrics
- Annual Community Update



Community Engagement

Strategic Focus: We are the top-of-mind charity for the central/north Island region.

Strategic Guideposts:

- Leaders in the facilitation of innovative conversations
- Leaders in donor engagement and stewardship
- Facilitators/originators of "Think Tank" concepts

Outcomes:

- Our success is grounded in community support and engagement.
- We have greater presence throughout the mid/north island community.
- We meet and exceed our fundraising targets.

Metrics/KPI's

- Community event participation
- Media and social media engagement
- Donations from corporations, foundations, and community partners.



The plan has four pillars comprising areas that our planning process identified as needing attention over the next three years for us to achieve our goals:

People

Strategic Focus: We are a people-first organization invested in the happiness of our staff, volunteers, and donors.

Strategic Guideposts:

- A total compensation approach
- Work flexibility
- The sharing of rewards
- Investing in personal development
- Mindfully creating community amongst our donors
- Powerful stewardship of everyone's time, talent and treasure

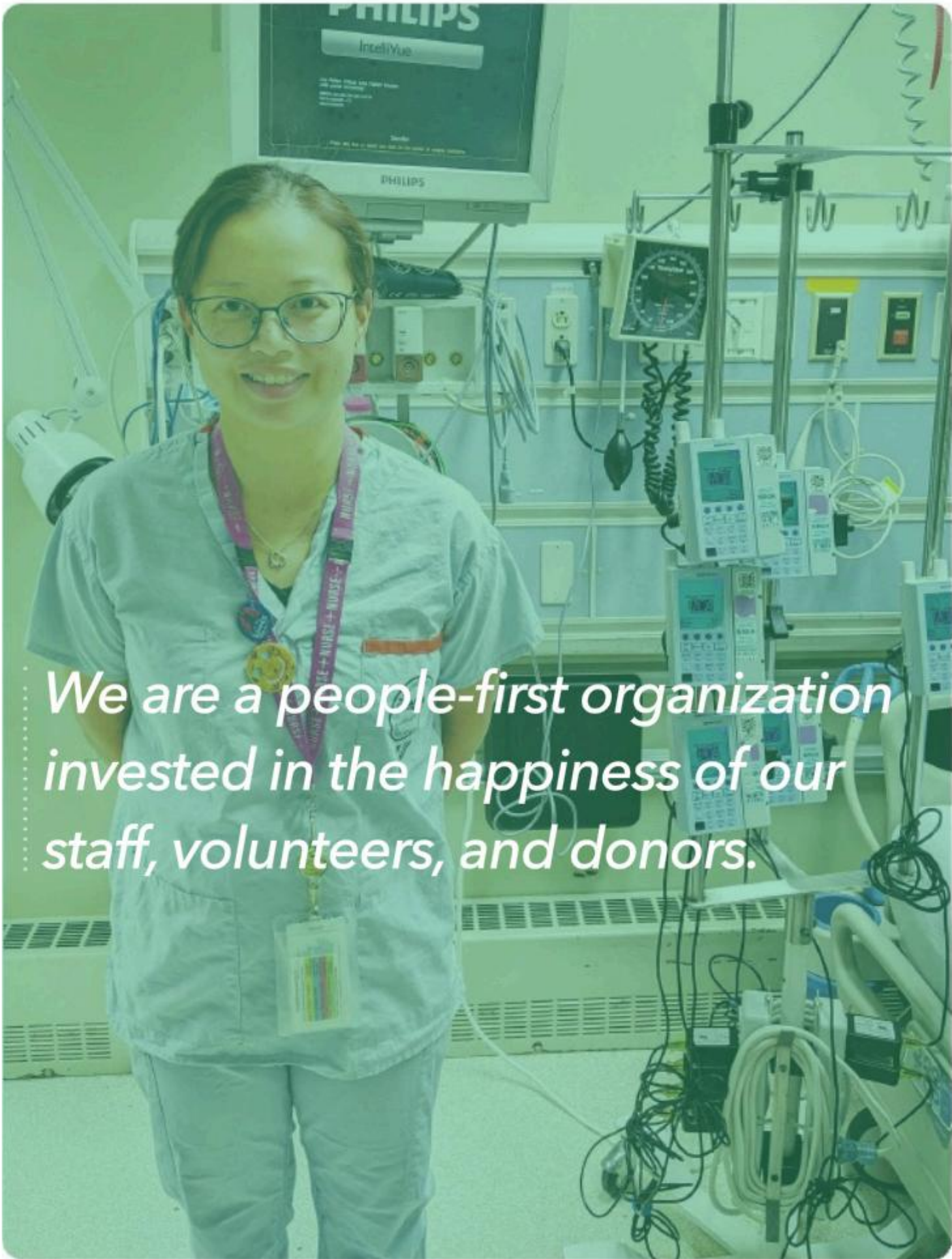
Outcomes:

- NDHF is seen as an employer of choice
- Volunteers see a strong ROI on their investment of time and talent
- Donors find fulfilment through supporting us
- We meet and exceed our fundraising targets

Metrics/KPI's

- Staff turnover
- Donor engagement scores
- Volunteers
- Donations from individuals





*We are a people-first organization
invested in the happiness of our
staff, volunteers, and donors.*

Innovation

Strategic Focus: We use an entrepreneurial approach to revenue development, marketing, communications and technology.

Strategic Guideposts:

- We encourage strategic risk taking but are mindful that we are investing donor money.
- We use data and best practice research to drive decision making and efficiency.
- We leverage grateful patient opportunities.
- All potential projects succeed due to leveraging partnerships.
- Any new business ventures must compliment our mission, meet proven community needs, and drive revenue.

Outcomes:

- We are a "go to" organization amongst peers.
- Increased reach and income of our businesses.
- We meet and exceed our fundraising targets

Metrics/KPI's

- Number of new innovative fundraising projects and concepts
- Number of new innovative business projects
- Business net revenue



Partnerships

Strategic Focus: We believe mutually beneficial partnerships grounded in the desire to improve healthcare outcomes are key to the Foundation having impact well beyond our traditional resources.

Strategic Guideposts:

- Explore ways to leverage all resources through partnerships.
- Be a valued partner with medical professionals and work to support solutions.
- Explore partnerships with other hospital foundations.
- Be an exceptional partner.
- Work with partners including: tax payers, donors, advocates, corporate, and government.

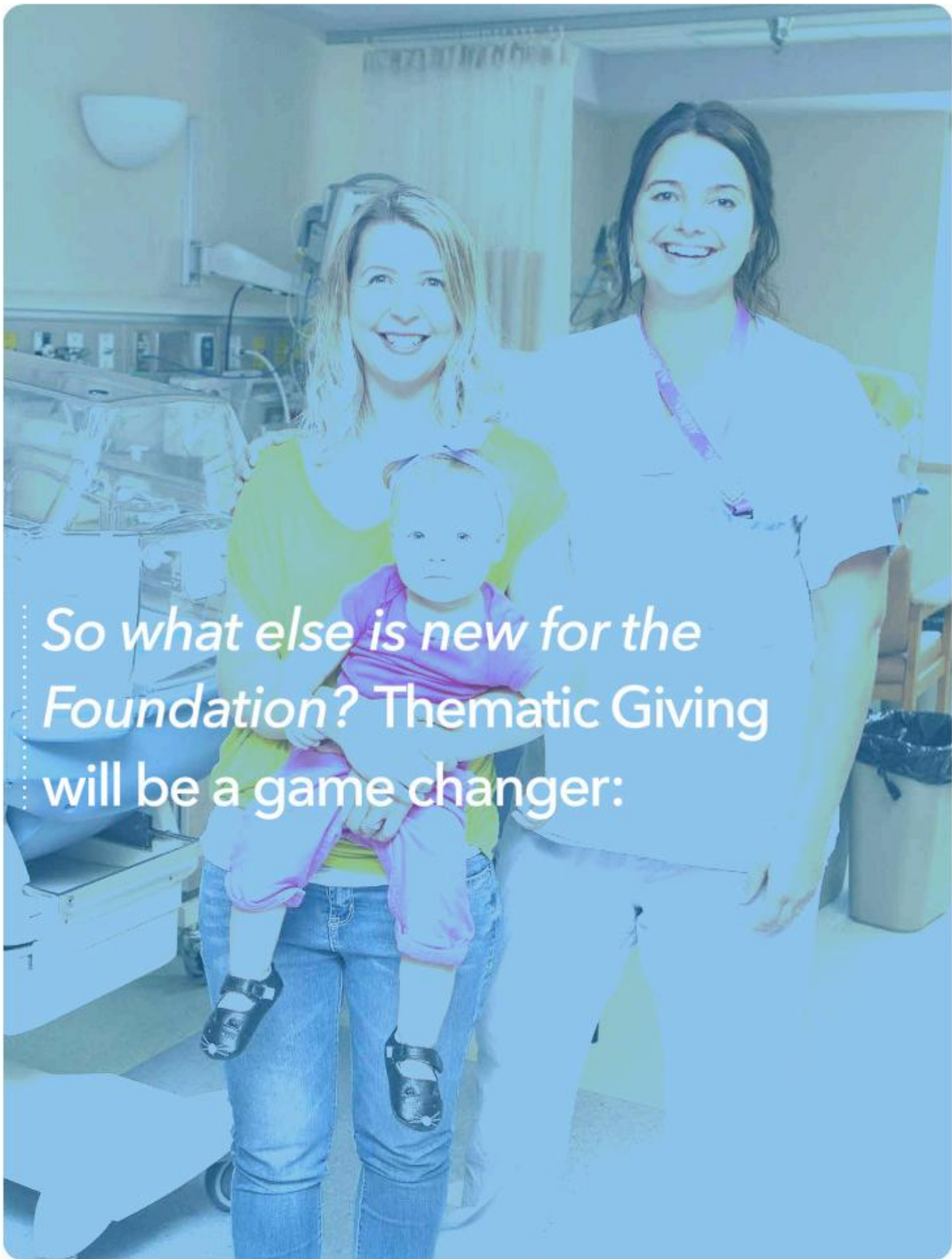
Outcomes:

- Increase impact.
- Increase awareness and engagement.
- Meet and exceed fundraising and engagement goals.

Metrics/KPI's

- Number of community presentations.
- Number of community "tables" we participate in.
- Number of inter Island Health Foundation projects we are a part of.





So what else is new for the Foundation? Thematic Giving will be a game changer:

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Thematic Giving will be a game changer:

We believe the Foundation's historical and current focus on singular major projects is inadvertently causing us to leave money on the table. While we have been very effective at raising money for projects like equipping the ICU, we know there are many donors for whom this did not resonate.

In early 2022, the Foundation developed the Vision 2030 document which led to conversations with Island Health around supplementing our traditional major project focus with thematic areas of need. Where to focus became part of our strategic planning, and many lively debates followed, leading to the following six areas of focus for the foreseeable future:

1. Cancer Care

- The design of this will depend on the decisions being made around a regional Cancer Centre.

2. Community & Family Health

- Children's health
- Family doctor recruitment support with the Division of Family Practice
- Occupational health
- Palliative Care
- Seniors care
- Support for our nurses, education, etc.

3. Critical Care

- Acute care - Emergency, ICU and HAU
- Surgery

4. Heart and Stroke Care

- Cath Lab
- Equipment

5. Innovation

- Advocacy
- Laboratory Services
- Medical Imaging
- Medical professional education
- Pharmacy

6. Mental Health

- Medical Detox
- VI Scan
- Youth Wellness outreach

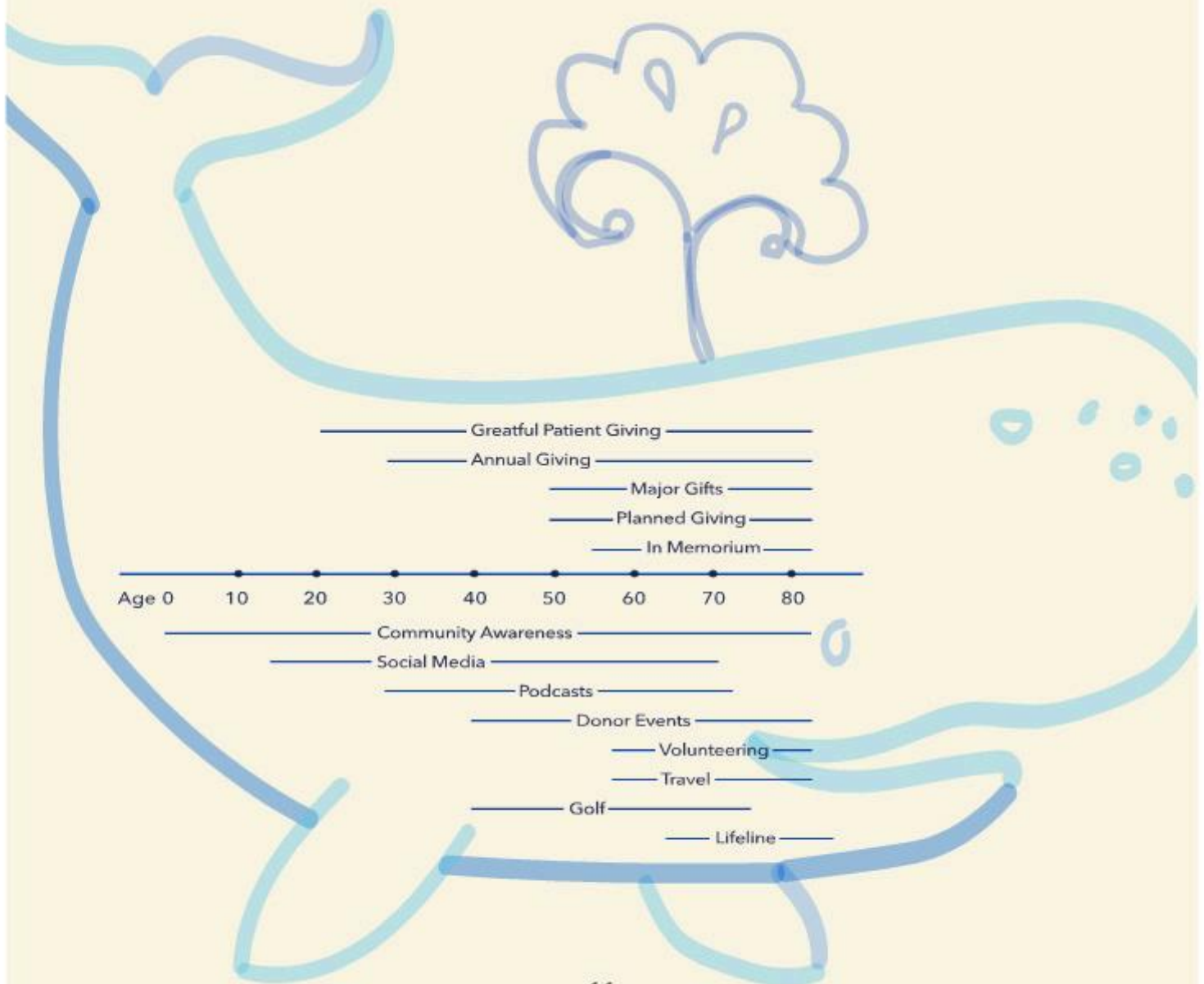
Note: Support for Indigenous Healthcare is a theme woven through all we seek to support.



Creating a community of donors will be a catalyst for sustainable growth:

Research shows that donating and volunteering are good for a person's longevity, and we believe we can create a community of donors that brings value to their lives while ensuring on-going support of the Foundation with their time, talent and treasure. We mapped out the lifetime engagement opportunities and stumbled across the engagement whale: illustrating the intersection of donor life stages with our giving and engagement opportunities.

NDHF Donor Engagement Whale



All of this is well and good, but it will mean nothing without accountability. The Foundation will be accountable to itself, our donors and our community through:

- Developing a three year metrics-based fundraising plan.
- Translating this strategy and fundraising plan into annual metric based work plans for the Foundation staff and the Board.
- Reorienting the budgeting process to align with the fundraising plan.
- Quarterly staff progress reporting against the work plans.
- Quarterly reporting to the Board.
- An Annual Community Update and annual report where we share our progress.

Please join us on this journey, the path may be steep and rocky but the view will be glorious!



From left to right: Cody Dreger, Greg Scott, Tony Harris, Barney Ellis-Perry,

Dave Lindblad, Philip Birrer, Michael Smith, Anu Mayer

Board members absent from photo: Ryan Wenner, Greg Phillips, Past Chair Moira Jenkins



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