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Deep River and District Hospital Foundation

Strategic Plan

2015-2020



1.0 **Introduction**

“Begin with the end in mind”

– *Stephen Covey, Author, The Seven Habits of Highly Effective People*

The Deep River and District Hospital Foundation (the Foundation) is the fundraising body for the Deep River and District Hospital (the Hospital). The Foundation’s mission is to raise funds for equipment to sustain the exceptional services offered at the Hospital. The Foundation, established in 2003, is a registered charity comprised of volunteers, a Board of Directors, and an Executive Director.

Our community continues to diversify and change, and the Hospital has evolved to reflect our changing healthcare needs. The services offered are currently expanding beyond just being a traditional hospital to becoming a health campus, which is quickly being recognized as the best model for delivering care in rural settings. Our health campus will provide patients with easy access to all available healthcare resources in one location. For three generations, the Hospital has been a pillar of what makes this community such an attractive place to live, and return home to.

The Hospital is at the top of its class. In 2014, for the second year in a row, the Hospital has proven to be a leader in terms of health care providers in the province. The Hospital was again named a Gold winner in the annual Quality Healthcare Workplace Awards sponsored by the Ontario Hospital Association and the Ministry of Health and Long-Term Care. The award recognizes health care organizations that have improved their staff’s quality of work-life along with the quality of care and services they deliver. Moreover, for three consecutive years (2011/2012, 2012/2013, and 2013/2014), the Hospital has achieved the highest patient and staff satisfaction scores in the province (Picker Hospital Survey, National Research Canada).

Funding from the community is the key to sustaining access to high quality health care in Deep River. The government of Ontario, in its current funding model, does not totally contribute funds to hospitals for the purchase of replacement capital equipment. This funding gap requires the community to become partners with the hospital. The Foundation has become the critical link between the community and the DRDH to sustain access to quality local health care by securing the additional funding to acquire capital equipment. As the DRDH has become more accessible to residents, community involvement includes the catchment area of Head Clara and Maria, Laurentian Hills, Deep River, and increasingly, Petawawa and Petawawa Townships along with west Pembroke.

The Foundation is a major contributor assisting the Hospital to fulfill its mission by raising funds through many fundraising programs, such as the Circle of Giving (monthly donor program), planned giving (estate program), gifts of securities, general/one-time giving program, third party events, in-memoriam giving, employee payroll deduction, the pathway of angels, and corporate grants and donations.

The Foundation’s Strategic Plan defines the high-level scope, broad directions for planning activities undertaken by the Foundation, and strategic objectives for the next 5 years. Development of detailed implementation strategies will take place through the further development of annual work plans and subsequent detailed activities.

Over the next five years, we will focus our efforts to meet or exceed the annual capital requirements of the hospital and become the preferred beneficiary in the community thereby enhancing our overall effectiveness. Monitoring of performance will occur via systems and processes established to enable the Foundation to report against its obligations on a regular basis.



2.0 Mission, Vision and Values

The DR&DHF Board of Directors has developed the following statements of Mission, Vision and Values to guide the activities and focus of the Foundation:

Mission

Our mission is to raise funds for equipment to sustain the exceptional services offered at the Deep River and District Hospital.

Vision

Friends inspiring friends to provide the support necessary to assist the Deep River and District Hospital in maintaining its strength as an innovative rural hospital delivering an exceptional healthcare experience to those it serves

Values

Respect: We will treat every individual in a way we would like to be treated ourselves.

Appreciation: We will express our gratitude for all contributions at every opportunity.

Partnership: We will work with other organizations which share our health goals to make our community the best it can be.

Accountability: We will use all gifts in a way that is consistent with our donors' wishes and the needs of the community.

Inclusivity: We will include individuals of all demographics in achieving our mission

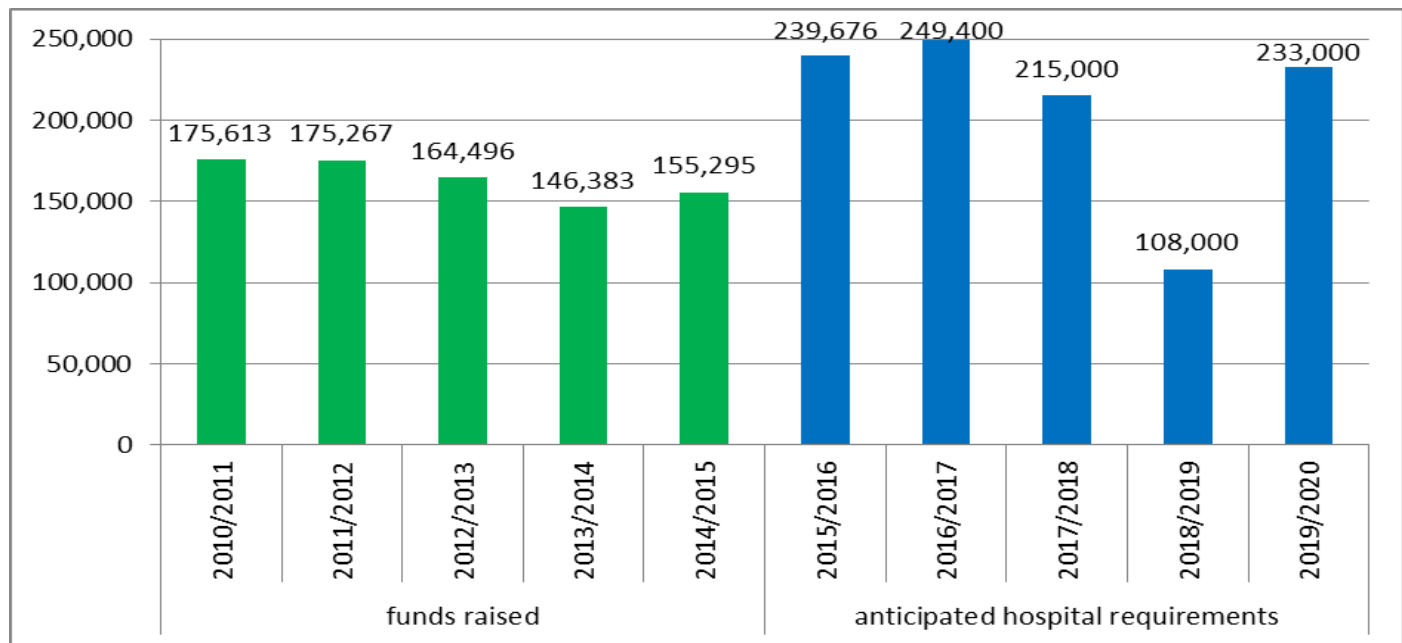
3.0 Recent Success and Future Requirements

Prior to 2010, the Foundation had been providing small amounts each year to the hospital for capital equipment replacement from the fund with which it was established in 2003. However, the Foundation recognized that this continual drawdown on the original fund was not a sustainable practice. The needs of the hospital were increasing as original equipment was aging and needed replacement, and advances in technology were creating the need for new and different capital equipment in order to maintain the quality of health care provided by the Deep River and District Hospital. Therefore, in 2010, the Foundation established an annual fundraising goal of \$300,000 over the next five years, for a total target of \$1,500,000, based on expected capital requirements for replacement of equipment over that period of time. To help achieve this goal, a Circle of Giving monthly donor program was established and added to the other fundraising programs of the Foundation. From 2010 to 2015, the Foundation was able to raise a total of about \$817,000 and transferred about \$760,000 to the Hospital for purchase of new and replacement capital equipment. This past fiscal year (2014/15) the Foundation raised about \$155,300 in donations.



Looking forward for the next five years, the anticipated capital equipment requirements for the Hospital range from \$108,000 to \$250,000 per year for a total amount slightly over \$1M (see Figure 1).

Figure 1: Historical Scale of Fundraising and Future Anticipated Requirements



Based on the fundraising success to date and the expected needs of the hospital for the next 5 year period, it is timely to establish a new strategic plan for the period 2015-2020, which will encapsulate revised strategic directions, and establish new strategic goals, objectives and strategies to guide us in fulfilling our mission.

4.0 SWOT Analysis

The Foundation members performed a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis exercise to identify key issues for the Board in the above four mentioned categories. The result of that exercise has been captured in a separate document and, when combined with the input from a public workshop, has become the basis on which the strategic directions, goals, and objectives have been established for this strategic plan.

In general, the strengths reflected that the current Board is a cohesive committed team with a dedicated Executive Director. We have sound policies and procedures, an excellence governance model, and good relationship with the hospital and local media. Our knowledge of fundraising, strong mix of skills, and sound use of social media gives us a strong and functional Board.

5.0 Strategic Directions, Goals and Objectives

From the work performed, the Foundation has determined the following five strategic directions that will guide our activities and respond to the input received from the SWOT, the public workshop, and input from representatives of key stakeholders. It is recommended that these be reviewed and modified as appropriate on a periodic basis to ensure they remain current and relevant.

1. Revenue Development and Diversification
2. Foundation Donor and Volunteer Stewardship
3. Public Awareness and Communications
4. Partner Development and Stewardship
5. Foundation Integrity and Sustainability

5.1 Revenue Development and Diversification

To achieve our mission, the Foundation will need to attract sufficient net revenues to meet or exceed the annual capital equipment requirements of the hospital. As seen from Figure 1, these exceed the amounts currently being raised, so strategies are required to increase gross revenue while maintaining a commitment to efficiency. Based on input from a Strategic Planning workshop, there are three main overall strategic goals which have been identified. For each of these strategic goals, a number of strategic objectives have been identified.

5.1.1 Expand the Donor base outside our traditional catchment area (i.e. into Petawawa and Pembroke)

- a) Identify key contact people and organizations in Petawawa and Pembroke
- b) Develop supporting communication materials targeted at these communities
- c) Using Foundation members and volunteers, establish personal contact and make presentations to potential donor organizations and individuals in these communities
- d) Increase representation on Foundation Board from Petawawa and Pembroke

5.1.2 Grown revenues to match the expected capital requirements of the Hospital

- a) Establish an annual and five year overall fundraising revenue objective, with nominal annual and five year revenue objectives for each of the Foundation fundraising programs.
- b) Grow the list of monthly donors through campaigns of public forums, attendance at social events, etc.
- c) Approach current/potential major donors through personal visits for “Major Gifts”, (i.e. gifts in excess of \$10,000.)
- d) Develop a program for Planned (i.e. Estate) Giving, and promote Gifting, Planned Giving and Endowment activities
- e) Establish nominal annual and five year targets for each of the fundraising programs to guide future planning and effort

5.1.3 Focused Fundraising Campaigns

- a) Establish, as required, specific fundraising campaigns (Capital Campaigns) for key equipment requirements (i.e. new x-ray machine, etc.)



5.2 Donor and Volunteer Stewardship

The activities and successes of the Foundation rely almost entirely on the decisions by donors to contribute in support of the Hospital, and on the willingness of volunteers to participate in the planning and execution of the various activities associated with Foundation fundraising activities. To help avoid donor and volunteer “fatigue” it is important to provide both appropriate recognition for existing donors and volunteers, and also to continually attempt to attract new donors and volunteers. The following strategic goals and objectives to be achieved in the next 5 year period have been identified.

5.2.1 Begin implementation of Donor Recognition and Stewardship policy FR-004

- a) Obtain consent for public recognition from each donor
- b) Obtain email address for each donor wherever possible to assist in regular communication
- c) Establish regular communication strategy and protocol for communicating with donors on a regular basis.
- d) Design and implement a suitable donor recognition display within the hospital

5.2.2 Develop list of specific Foundation activities for which volunteers are required

- a) Establish roster of volunteers willing to work on specific Foundation activities
- b) Develop communication for expressing thanks to all Foundation volunteers

5.3 Public Awareness and Communications

To support both of the above strategies, it is important that the Foundation and its current work in supporting the Deep River and District Hospital are well known and understood throughout the communities served by the Hospital, including Petawawa and Pembroke. This requires a continuing and consistent communication effort utilizing a variety of available techniques and venues. The following strategic goals and objectives to improve public awareness and communications have been identified.

5.3.1 Develop a public education plan to communicate the purpose of the Foundation and the limits of the Ministry of Health funding to local hospitals and health care providers.

- a) Produce a Foundation information flyer as an information piece for distribution at events and in the hospital
- b) Develop a base presentation kit to be used by Foundation members and volunteers in speaking to local groups about the Foundation and the need to donate in support of hospital capital equipment requirements.
- c) Maximize opportunities to participate in special events and regular organizational meetings to communicate the purpose of the Foundation and its contribution to sustaining access to quality health care in our communities

5.3.2 Engage in public awareness activities that increase understanding, encourage dialogue, and inspire others to support our mission and vision

- a) Ensure website is up-to-date and reflects the Foundation’s impact on local health care
- b) Increase focus on two-way communication vehicles such as social media and other tools that allow donors or potential donors to initiate and/or respond.



5.4 Partner Development and Stewardship

While it is often perceived that the Foundation is in competition with other fundraising organizations, the opportunity exists to identify and develop strategic partnerships with some other fundraising organizations that have common interests in supporting our local communities and continuing access to quality health care. The partnership activities can range from sharing intelligence and communication activities to actual joint fundraising activities. There is also some potential for developing partnerships with organizations that will facilitate Foundation fundraising by allowing potential donors to contribute to the Foundation using payroll deduction. The following strategic goals and objectives have been identified to achieve progress in this direction.

5.4.1 Strengthen relationships with other Health Foundations and Fundraising organizations

- a) Develop formal partnership with DRDH Auxiliary for specific projects in support of DRDH
- b) Identify and pursue activities of shared interest with Deep River Community Foundation
- c) Participate in regular, periodic meetings with other Renfrew County Hospital Foundations
- d) Continue to press for inclusion as a local charity in the annual Ottawa Valley United Way campaign

5.4.2 Establish strategic partnerships with major area employers

- a) Seek to establish payroll deduction for employees of CNL and the Canadian Forces Petawawa.

5.5 Foundation Integrity and Sustainability

In order to support the previous strategic objectives over the period of this plan and beyond, it will be important for the foundation to continue improving toward industry best practices in governance and management processes, to continue fostering community confidence and trust by operating efficiently, effectively, and professionally, and to continually meet all legislative and regulatory standards. The following strategic goals and objectives have been identified for this strategic direction.

5.5.1 Meet or exceed best governance and management practices based on industry standards.

- a) Maintain a sound and complete set of policies and procedures setting out the working parameters of the foundation, and ensure all directors are familiar with them
- b) Perform annual evaluations of all staff, members and committees
- c) Develop appropriate targets for expense to fundraising revenues

5.5.2 Ensure the organization is adhering to all legal and financial requirements

- a) Ensure annual audit are performed and continually monitor internal systems (accounting and fundraising) to ensure processes and procedures follow all regulatory guidelines
- b) Make available audited statements to stakeholders through print and website

5.5.3 Focus on building public trust and confidence in the Foundation

- a) Ensure organizational information is current and readily accessible to the public
- b) Increase use of social media for engagement with the public and our donor base
- c) Monitor foundation expenses vs fundraising totals and targets.

5.5.4 Board Integrity and Diversity

- a) Expand board membership beyond our current catchment area, Petawawa, Pembroke
- b) Review current workload for the ED and review job commitment
- c) Promote the Foundation and the Hospitals key role in the community to local and surrounding businesses and organizations.



- d) Establish a board succession plan.
- e) Maintain strong relationships with hospital and key stakeholders and donors.
- f) Monitor board member fatigue and ensure effective use of board members on board activities.

6.0 Action Plans

Annual action plans will be developed for each strategic direction with specific detail on implementation ideas, timelines, projections, success measures, and budgets. These plans will be incorporated as part of the overall strategic planning process. Progress will be monitored on a regular basis using a balanced scorecard approach.

6.0 Evaluation measures

Several measures shall be used to evaluate these actions plans, including, but not limited to the following:

- Actual funds raised against projections.
- Number of new and reactivated donors.
- Expenses against overall organizational budget.
- Staff, board members, and committees performance measurements and evaluations.
- Donor relations management including receipting turnaround time.
- Other measureable outcomes from promotional activity such as Facebook likes, increase in number of people giving online.

7.0 Review

The Strategic Plan will be reviewed on an annual basis by the Foundation's Strategic Planning and Partnership Committee.

