

APPROVED BY THE BOARD OF DIRECTORS SEPTEMBER 29, 2020



# WOMEN'S COLLEGE HOSPITAL FOUNDATION STRATEGIC PLAN 2020-2024

BOLDLY CHANGING THE FUTURE OF HEALTHCARE FOR ALL





# DEMONSTRATED SUCCESS PROVES OUR BOLD AMBITION WOMEN'S COLLEGE HOSPITAL FOUNDATION

**Women's College Hospital is a leader in advancing women's health and broadening health care access for all people in Canada.**

Through the generosity of the community, the Foundation fuels the Hospital's excellence in research and health care. Women's is at the leading edge of fundamental changes in the healthcare system and the Foundation plays a critical role in advancing this agenda by supporting the Hospital and its extended mandate.

With a long and proven history, Women's is building on its established success to continue its role as a trailblazer. Donors have been, and continue to be, paramount to the success of progressive healthcare.

- A 100+ year legacy of identifying and addressing women's health gaps.
- A pedigree of delivering pioneering firsts for women and the under-represented.
- A proven reputation for helping the vulnerable and underserved who are most often women.
- A purpose-built organization designed for outreach beyond conventional brick-and-mortar Hospitals.
- Agility to quickly respond and solve system wide gaps.
- World-class research and education promoting a sex and gender perspective towards improving healthcare and equity.
- Battle-tested ability to act boldly by designing, proving and quickly implementing innovative health care processes with better outcomes, and scaling them in the health care system.





# 01 STRENGTHEN OUR IMPACT

**Strengthen the impact of donors and partners on the priorities of Women's College Hospital by increasing our fundraising support and broadening our sources of income.**

## KEY DELIVERABLES

- Significantly increase fundraising revenues over the next five years.
- Expand our partnerships within the charitable sector and government to strengthen our fundraising capacity.
- Secure transformational gifts (\$5 million+) that will signal Women's as a vital and important destination for major gift philanthropy.
- Support the Hospital's ability to become known as a magnet organization that develops, attracts and retains world-leading clinicians, scientists and researchers, committed to advancing the Hospital's mission through their work, with a focus on research and education for the Research Institute and the Women's College Hospital Institute for Health System Solutions and Virtual Care (WIHV).
- Build relationships with under-engaged communities through greater use of digital tools.
- Become an international convener: Develop an international funding strategy to fund programs that cement Women's College Hospital's reputation as a leading global expert on women's health and as a trailblazer in developing ways to broaden health care access for all.

## KEY MEASURES

- Increase annual revenues 20% by the end of fiscal 2024/25 benchmarked on FY2019/20 results (excluding campaign).
- Expand current partnerships to 7-figure multi-year investments with the Canadian Cancer Society and the Women's Health Collective Canada and add one new partnership by the end of fiscal 2024.
- Secure two - \$5+ million gifts by the end of fiscal 2024 (excluding campaign).
- Identify and profile the top 10 leaders across programs whom we will elevate externally through Mar/Com channels to establish Women's as a Magnet institution.
- Establish best channels, mediums and influences to effectively engage with two priority groups: LGBTQ2+ community and Black Canadians.
- Establish and host the bi-annual 100Women Provincial Health Conference 2021/2022 to establish role as international convener.
- Establish, Co-Produce and Co-host Women's Health Collective National conference with partners at least once between fiscal 2022/2023 - fiscal 2024/2025.



# 02 COMMUNICATE OUR VALUE & LEADERSHIP

**Build the most recognized Canadian Hospital brand aligned with women's healthcare provincially and globally to attract and retain donors aligned with our mission.**

## KEY DELIVERABLES

- In consultation with Women's College Hospital, create a compelling brand that challenges traditional and new donors to recognize the importance of giving to help advance the critical work of the Hospital.
- Develop a marketing framework that will serve the next five years with a view to building brand and awareness around Women's vision and mission and will raise the profile of Women's in key target communities.
- Develop a joint marketing and communications strategy in partnership with the Hospital to create an integrated brand platform, messaging framework and to leverage mutual resources to build our base of supporters.
- Inspire donations to help build a bold digital and virtual strategy results in a dynamic community conversation about our cause and solutions to support it.
- Through integrated partnerships and coalitions, support and promote Women's College Hospital's presence as a global opinion leader recognized by health practitioners and policy makers.

## KEY MEASURES

- Benchmark brand research completed by the end of fiscal 2021/22 and subsequent unaided awareness research study completed by the end of fiscal 2024/25 that demonstrate an increase in unaided awareness.
- Create a minimum of three community engagement initiatives annually on the Hospital's digital & virtual strategy by 2024/25.
- Integration with the Hospital when possible pending COVID recovery.



# 03 EMPOWER OUR PEOPLE

**Empower our staff and volunteers to innovate to increase our capacity and build our resilience.**

## KEY DELIVERABLES

- Become a magnet Foundation that attracts and retains the top performing Foundation staff.
- Grow our pool of internal leaders at the staff, committee and Board level.
- Ensure high levels of employee engagement through a fair, transparent, motivating culture.
- Engage the Hospital's clinicians, scientists, researchers and support staff as our champions in our mission to support their work.
- Engage all Board members in personal giving and fundraising activities that utilize their talents, broaden our reach, increase our capacity, maintain our standard of excellence in governance and demonstrate commitment to our cause.
- Attract and engage diverse, highly aligned Board, staff, volunteers and community members, including members of black, indigenous and underserved communities and continue ensuring an anti-racist, anti-oppressive, culturally safe Foundation.

## KEY MEASURES

- Maintain less than 20% senior staff attrition rate. (Manager-CEO).
- Provide accreditation and support staff growth opportunities including, but not limited to, CFRE, CAGP, and provide leadership mentorship to grow internal leadership capacity.
- Develop and rollout a service recognition program for staff including awards, and an employee wellness program by the end of fiscal 2021/2022.
- Secure one Hospital champion for every mission-critical priority area/program by Fiscal 2021/2022 and maintain until Fiscal 2024/25 (maximum of 10 champions).
- Achieve 100% Board participation in annual giving each year 2020-2024.
- Through establishing new networks education and training learn to proactively support, engage and recruit to the Board and Committees new members from under-represented groups with a focus on those that identify as Black, LGBTQ2+ and Indigenous people.
- Attain a ratio of 30% representation among the Board of Directors of these groups by the end of fiscal 2023/2024.



# 04 INCREASE AFFINITY AND LOYALTY

**Deliver a Transformational Donor Experience.**

## KEY DELIVERABLES

- To be welcoming to all and donor centric in all that we do, including building personalized stewardship for donor groups that deliver experiences that create a loyal donor base.
- Increase the community of supporters with long-term, multi-year, and multiple program commitments.
- Increase opportunities for recognition, engagement and affiliation for supporters of Women's and provide value, including meaningful curated content and educational opportunities for our donors to deepen their commitment and loyalty (individuals, companies and foundations, sectors, demographics).

## KEY MEASURES

- Formalize an equity rubric for the Foundation by the end of fiscal 2021/2022 that will be used to inform engagement and communication with key external audiences.
- Increase monthly donors by 100%, secure 50 new legacy commitments between fiscal 2019/2020 and 2024/25.
- Create four curated, customized engagement plans for \$1M+ donors by the end of fiscal 2024 to deepen staff affinity at major corporate partners.
- Create one cultivation event annually focused on engaging women aligned with our affinity groups including 100Women, Spirit of Life and neWCHapter.



# 05 INCREASE FINANCIAL SUSTAINABILITY

**Build a balanced fundraising model.**

## KEY DELIVERABLES

- Grow new programs and partnerships that generate sustainable and unrestricted revenue to meet the operational needs of the Foundation.
- Optimize our operational efficiency in partnership with the Hospital to increase the impact of our fundraising efforts and support of WCH, including ensuring that the Hospital's use of donations is scheduled to match expectations of donors.
- Align granting priorities with the strategic priorities of the Hospital on key deliverables over the next five years to help the Hospital achieve its strategic objectives.
- Launch a fundraising campaign that helps to secure the future of Women's College Hospital to accelerate the Hospital's intellectual and physical reach, including Endowment, Centres of Excellence, Legacy Giving, and Major Gift Fundraising.

## KEY MEASURES

- Secure five significant partnerships for the Women's Health Collective between fiscal 2019/20- 2024/25, and an additional five partnerships for WCHF, for a total of 10 by the end of fiscal 2024.
- Decrease holdings of restricted grants acquired prior to 2021 by 75% by the end of fiscal 2024.
- Create infrastructure and set goals for the next major fundraising Campaign by end of fiscal 21/2022.
- Launch of multi-year campaign by the end of fiscal 22/2023 that will continue until 2028 to achieve the Hospital's transformational capital, research and programmatic priorities.