

CREATING TOMORROW



**The Ottawa
Hospital
Foundation**

L'Hôpital
d'Ottawa
Fondation

CONNECT, INSPIRE, TRANSFORM

Strategic Plan 2021-2024



The Ottawa
Hospital
Foundation

GIVING TODAY.
CREATING TOMORROW.

L'Hôpital
d'Ottawa
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DONNER AUJOURD'HUI,
C'EST CRÉER DES LENDEMAINS.



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It has been a unique experience for us recently, renewing our strategy to guide The Ottawa Hospital Foundation's operations for the next three years. As you might expect, we examined our successes and challenges, analyzed donor and industry trends, and asked our Board of Directors and stakeholders for their invaluable insight and feedback.

We paused just long enough to take a breath and truly appreciate the remarkable things we've been able to accomplish together, as a foundation and as a community, even as we all stared down a global pandemic.

And then we acknowledged that this time, planning was going to be different.

Different because this plan will guide how we transition our historic unprecedented Campaign to Create Tomorrow through its first public phase. Different because we are poised to completely change the conversation around philanthropy in our region and achieve unprecedented growth in revenue generation. And different, now, because we're doing all of this against the backdrop of COVID-19 and the rapid-fire lessons we're still learning from it.

In the coming three years, our commitment to inspiration and empowerment, innovation in all its forms, and the importance of human connection will be the underpinning of everything we accomplish. These ideals are captured in the title of our plan, Connect, Inspire, Transform, and are woven throughout our five strategic objectives.

Today, we are ready to execute the most exciting and ambitious plan in Foundation history. We are thrilled to work to fulfill our vision and become the most efficient, effective, and respected hospital foundation in Canada. And we are honoured to play a role in the transformation of healthcare for generations to come.

MICHAEL RUNIA
CHAIR, BOARD OF DIRECTORS

TIM KLUKE
PRESIDENT AND CEO

THE LANDSCAPE – STRATEGIC CONSIDERATIONS

Philanthropy, as a spectrum, has always existed in a dynamic and evolving environment, but perhaps never more so than now. As we worked to renew our strategy for the next three years, it was important to understand the factors leading this continual evolution, and so we carefully considered the following seven key trends:



Donor Behaviour

Donors today are more interested in outcomes and being actively engaged in their causes. Increasingly, they are looking for opportunities with accountability and impact.



Long Term Impact of COVID-19 on the Economy

Even as the distribution of vaccines accelerates worldwide, there remains uncertainty in the economic outlook for many sectors.



Digitization

A sustained shift toward a paperless society brings a greater reliance on connecting with donors electronically and more opportunities to engage with donors in an increasingly customized way.



Innovation

Increased competition for charitable dollars is fuelling the need to assess and implement new techniques and technology to better connect with donors.



Changes in Healthcare Delivery

The COVID-19 pandemic triggered a rapid shift to virtual care and new technologies for in-hospital care.



Increased Competition

Recent trends in philanthropy show that, in general, fewer individuals are donating, but at larger amounts. This results in increased competition for charitable dollars.



Transparency for Donors

Donors are increasingly interested in understanding the full impact of their giving and how funds are used for Foundation operations.

STRATEGY — MISSION, VISION, AND VALUES

Our strategic plan, Connect, Inspire, Transform, charts an ambitious path in support of The Ottawa Hospital and, ultimately, the patients they serve. Addressing trends in both health systems and philanthropy, our plan is firmly anchored to our vision, mission, and values.

Our Vision

We will strive to be the most efficient, effective, and respected hospital foundation in Canada, providing optimal support to The Ottawa Hospital.

Our Mission

We are a team of professional staff and community leaders passionately committed to inspiring, enabling, and celebrating community support for The Ottawa Hospital. In the pursuit of discovery and with exceptional kindness and courage, our hospital colleagues bring hope to every patient through world-class care and research.



Our Values

- We strive to inspire and help the community support The Ottawa Hospital.
- We are donor-centred in all our activities.
- We work hard to build lifelong relationships with our donors.
- We are committed to serving our community in both of Canada’s official languages.
- We are committed to being accountable to all of our stakeholders.

STRATEGIC GOALS AND KEY OBJECTIVES

In early 2021, we sought to understand our current strengths and areas of opportunity as we began revitalizing our strategic plan for 2021–24. We engaged our team, the Board of Directors and stakeholders, and considered emerging health–system, philanthropy, and donor trends in our landscape. Based on this work, we identified five strategic objectives to help us achieve our vision and become the most efficient, effective, and respected hospital foundation in Canada.

Ultimately, this strategic plan mobilizes the Foundation to enable The Ottawa Hospital to execute its vision and provide each patient with the world-class care, exceptional service, and compassion we would want for our loved ones.

The strategic objectives of our plan are:



Achieve Transformational Growth in Fundraising



Elevate and Expand the Reach of The Ottawa Hospital Brand



Deliver an Exceptional Donor Experience



Empower our People



Foster Effective Partnerships

ACHIEVE TRANSFORMATIONAL GROWTH IN FUNDRAISING

We will support The Ottawa Hospital as it re-imagines healthcare and builds a world-class hospital campus for the next generation of patient care in our community by deploying multiple strategies to raise funds at a level unprecedented in our history.

KEY STRATEGIES:

EXECUTE on annualized plan to exceed the Campaign goal.

We will focus on our top Campaign prospects and emphasize The Ottawa Hospital’s priority needs for the next several years: raising funds for the New Civic Development on Carling Avenue and ongoing investments in research. We will launch our Campaign publicly and engage donors at all levels.

MOBILIZE an army of diverse volunteer leaders.

We will fill every vacancy in our Campaign and Executive cabinets and ensure each volunteer is equipped with the tools for success. We will provide opportunities and pathways for meaningful volunteer engagement, and we will recognize our volunteers through a variety of approaches.

ATTRACT new donors with a multi-channel strategy.

We will appeal to previously untapped donors and donor communities with targeted initiatives on their preferred platforms, and we will highlight the alignment of their interests with our philanthropic goals.

RE-IMAGINE the Foundation for the post new campus timeframe.

We will set the Foundation up for success in the next strategic plan horizon by exploring the next priority needs of The Ottawa Hospital and the Ottawa Hospital Research Institute.



ELEVATE AND EXPAND THE REACH OF THE OTTAWA HOSPITAL BRAND

Building on our strong foundation, we will further elevate the hospital brand to appeal to untapped donors in existing demographics, as well as first-time donors in new donor segments.

KEY STRATEGIES:

EXECUTE marketing campaign to reach high potential donor segments; develop highly-targeted strategy to engage young high-net-worth donors.

We will continue to leverage market research, analytics, and data to inform brand investment strategy. We will invest in national and local media advertising accordingly, and use technology and new mediums to expand our reach.

CREATE inspirational marketing and advertising material aligned to the future of The Ottawa Hospital.

We will continue to enrich marketing materials to appeal to a diversity of demographics and increase the volume of patient stories and profiles of our community’s world-class physicians and researchers.

INNOVATE and leverage technology to expand reach, engage the broader community, and acquire new donors.

We will harness technology, connectivity, and data to enhance and scale connections with our community and identify opportunities for meaningful engagement.

TRANSITION marketing campaign to launch fundraising campaign.

We will launch our Campaign publicly in 2022 with strong partnerships and increased public activity while further engaging internal stakeholders.



DELIVER AN EXCEPTIONAL DONOR EXPERIENCE

We will deliver an outstanding donor experience on multiple dimensions to encourage donors to deepen their relationship with the Foundation and continue to support the work of The Ottawa Hospital for years to come.

KEY STRATEGIES:

CREATE meaningful interactions that donors value.

We will continue to refine alternatives to site visits and create an exclusive community among our donors. We will facilitate access and relationships between donors, researchers, and medical leadership as appropriate. We will map donor journeys and prioritize improvement projects accordingly.

DEEPEN personalization of donor engagement, stewardship, and communication.

We will deliver increasingly personalized content that demonstrates the value of the donor's contributions and the impact of donations. We will further automate personalized communications and develop a robust donor recognition program for the new campus.

LEVERAGE innovative tools and automation to make giving easy and reliable.

We will continually investigate and pilot innovative solutions that make it easier for donors to give.

CONTINUE to innovate and invest in leading-edge infrastructure, technology, and processes to optimize effectiveness.

We will respect our donors by ensuring we implement the best processes using the best tools to be efficient and effective in our operations.



EMPOWER OUR PEOPLE

At the heart of our strategic plan is people, and we are committed to their success. Whether it's volunteers or team members, we will work to provide the tools and opportunities to support career growth, encourage personal development, and create meaningful experiences for the duration of their relationship with the Foundation.

KEY STRATEGIES:

COMMIT to an exceptional work experience and talent management program for employees that continues to position TOHF as the charity of choice employer in the region.

We will cultivate emerging leaders and ensure robust succession plans are in place. We will provide an exceptional work experience for employees through targeted programs.

CONTINUE to be the charity of choice for volunteer community leaders that enables them to make a meaningful impact on the Foundation's business.

We will focus on the volunteer experience to ensure our volunteers are informed and effective. We will strive to provide the best volunteer experience.

BUILD an exceptional and inclusive team that reflects the spectrum of diversity in our community.

We will create meaningful pathways to ensure our Board, volunteers, and staff are comprised of talented and dedicated individuals with a diverse mix of expertise, experience, skills, and backgrounds.

We will encourage our people to bring their full selves to us each day to enrich our culture, increase individual and team satisfaction, and stimulate creativity and performance that will inspire the community.



FOSTER EFFECTIVE PARTNERSHIPS

As the fundraising arm of the largest acute-care hospital in eastern Ontario, we will create opportunities and lead initiatives that will allow us to collaborate with new and existing partners and maximize our collective impact.

KEY STRATEGIES:

CONTINUE to foster alignment and collaboration with The Ottawa Hospital and the Ottawa Hospital Research Institute.

We will continue to build stronger alignment between our Boards, and define with increasing clarity how we will partner and work together for the benefit of the community. We will harness the fundraising influence of key physicians and clinicians, and continue to focus on unrestricted giving so The Ottawa Hospital can invest funds where they are needed most.

COLLABORATE with like organizations to maximize the impact of philanthropy in the region.

We will identify organizations for partnership consideration, determine potential opportunities, assess against set criteria, and develop partnership relationships and agreements as appropriate and in keeping with our role as sector leader in healthcare fundraising.

LEVERAGE community connections to build upon platforms of innovation and research.

We will identify opportunities for our supporters and their networks to enhance innovation, quality, and research through pioneering partnerships and commercialization with The Ottawa Hospital and the Ottawa Hospital Research Institute.



LOOKING AHEAD

Connect, Inspire, Transform builds on a solid foundation of innovation, agility, and integrity for which The Ottawa Hospital Foundation is widely-known. It supports our commitment to a culture of continuous improvement which means we will always strive to innovate, be donor-centred, and become a leader in philanthropy in Canada – the charity of choice for donors, volunteers, and employees.

This plan will guide our work to support The Ottawa Hospital as it transforms healthcare and builds a world-class hospital campus. It will help us keep one eye on the next horizon, so we can be ready to explore the hospital's evolving priorities and help them respond to the latest innovations in healthcare delivery.

But even beyond this series of ambitious and significant goals and objectives, the most important part of this strategic plan is it gives us the tools to help The Ottawa Hospital execute its vision and provide every patient with the world-class care, exceptional service, and compassion each of us would want for our loved ones.

OUR CULTURE CODE

The future of healthcare starts here.



CONNECTIONS MATTER.

Building relationships is what we do best. Every day we match donors who see the need with those who need our care most.



GOOD ISN'T GOOD ENOUGH.

We are steadfast and relentless in everything we do, in everything that we touch, and in everything we believe. We can't settle for good, because transforming healthcare requires our best.

Patients are at the heart of everything we do because every day we are motivated by the challenges they face. By connecting our community with the patients who inspire us, we inspire them, and that's the real gift. Together with our patients, donors, our healthcare colleagues and volunteers we continue the collective search for treatments and answers to health care's biggest challenges.

Our culture code was developed by our staff, for our staff. These are the values and beliefs that drive our work every day.



TRANSFORMATIVE NOT TRADITIONAL.

Innovation is in our DNA, and we are proud to be leaders in our industry. We push ourselves to challenge the status quo because we know the next breakthrough can't wait.



INSPIRE OUR COMMUNITY. IGNITE THE WORLD.

By inspiring our community, we're privileged to play a role in the achievement of greatness. World-firsts. Ground-breaking research. Home to the best and brightest. Ottawa is the place where health care discoveries continue to be made, and the world is watching.

We are the foundation for tomorrow's healthcare.



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