

WE ARE CREATING TOMORROW



The Ottawa
Hospital
Foundation

| L'Hôpital
d'Ottawa
Fondation

CONNECT, INSPIRE, TRANSFORM

Strategic Plan 2025-2028

The background features several thin, light blue concentric circles. Scattered across these circles are eight stylized plus signs (+) in a matching light blue color. The text is positioned in the center-right area of the image.

CREATING TOMORROW
at The Ottawa Hospital



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As we began planning for the next phase of Foundation operations, we looked back with deep gratitude and steadfast confidence in our purpose. Just three years ago, we stood at the threshold of what will certainly be a defining moment for us, for Ottawa, and for our region, as The Ottawa Hospital prepared to break ground on the new campus and we prepared to launch the public phase of our historic Campaign to Create Tomorrow. Since then, we've built extraordinary momentum, pushed boundaries, and redefined what's possible when our community unites behind a bold vision.

But this same moment also calls us to stay focused. And to understand that to get this done, every one of us has a role to play, and we must reach every part of our community. Over the next three years of this strategic plan, our top priority is achieving our \$500-million campaign goal. This is more than a fundraising target – it's a shared commitment to help The Ottawa Hospital reshape the future of healthcare today and for generations to come. With about \$144 million left to raise, the finish line is in sight but still on a distant horizon. We have a lot of important work left to do.

Of course, we know this campaign is just one chapter in a much larger, much longer story. Your support, your belief, and your generosity remind us that this community is ready to lead the way.

So today, we're also looking beyond the Campaign to Create Tomorrow to what comes next. How can we help The Ottawa Hospital take that next leap forward? How do we help them continue to deliver care, innovation, and research at the very highest level? How do we help them do more?

These are big questions. Questions that, under different circumstances, might be overwhelming or even paralyzing, but not for us. Not now. Not here. Because if there's one thing we've learned, it's that with the strength of this community behind us, there's nothing we can't achieve.

Thank you for walking this path with us. Together, we're building a future where extraordinary care isn't just a goal – it's a promise.

Janet McKeage
JANET MCKEAGE
CHAIR, BOARD OF DIRECTORS

T. Kluge
TIM KLUKE
PRESIDENT AND CEO

THE LANDSCAPE

STRATEGIC CONSIDERATIONS

To shape our strategic directions, we conducted a comprehensive environmental scan examining economic conditions, healthcare trends, charitable sector competition, digital transformation, donor expectations, and transparency, among other factors. This analysis highlighted both opportunities and challenges that will influence the success of our \$500-million campaign and our ability to sustain long-term philanthropic growth.



Economy

Economic uncertainty and affordability concerns may impact donors' ability to give, requiring a strategic approach to maintain fundraising momentum.



Charitable sector competition

Increased fundraising efforts by other organizations may strain donor capacity and require the Foundation to differentiate its case for support.



Donor experience

Personalization, transparency, and trust are key factors in donor decision-making, reinforcing the need for tailored engagement strategies.



Changes and challenges in healthcare delivery

With healthcare a top priority for Canadians, the Foundation must position itself as a leader in reshaping the system and driving meaningful impact.



Digital transformation

The widespread adoption of AI, data-driven strategies, and new technologies present opportunities to enhance donor engagement and fundraising effectiveness.



Transparency

Clear, honest, and timely communication about the Foundation's impact and financial stewardship will be essential to maintaining donor confidence and support.

STRATEGY

MISSION, VISION, AND VALUES

Our strategic plan 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 our stakeholders.



STRATEGIC GOALS AND KEY OBJECTIVES

We've taken a thoughtful and thorough approach to shaping our strategic plan for 2025-2028. Building on the momentum of the past three years, we engaged our team, Board of Directors, and key partners to assess our strengths, challenges, and opportunities. We analyzed the evolving landscape of healthcare, philanthropy, and donor expectations to ensure our plan remains ambitious, responsive, and impactful.

Through this process, we identified five strategic objectives that will guide our work and position The Ottawa Hospital Foundation as a leader in healthcare philanthropy. More than a roadmap, this plan is a commitment – to our donors, to our hospital, and to our community – to drive innovation, advance research, and deliver world-class care for every patient today and for generations to come.

The strategic objectives of our plan are:

- 1** Inspire the community's generosity to advance The Ottawa Hospital's mission and vision to reshape the future of healthcare.
- 2** Increase the profile and reach of The Ottawa Hospital brand.
- 3** Connect meaningfully with our donors, volunteers, and the larger community.
- 4** Advance the responsible use of technology.
- 5** Empower our people.

INSPIRE THE COMMUNITY'S GENEROSITY

TO ADVANCE THE OTTAWA HOSPITAL'S MISSION AND VISION TO RESHAPE THE FUTURE OF HEALTHCARE

The future of healthcare in Ottawa depends on bold philanthropy. By rallying community support, we will complete the Campaign to Create Tomorrow, prepare for the future priorities of The Ottawa Hospital as it evolves, and empower our team to forge lasting donor connections.

KEY STRATEGIES:

SUCCESSFULLY

complete The Campaign to Create Tomorrow

PREPARE

for future philanthropic priorities supporting the strategic plan of The Ottawa Hospital

EMPOWER

our team to connect meaningfully with donors and volunteers



INCREASE THE PROFILE AND REACH OF THE OTTAWA HOSPITAL BRAND

A hospital that leads must also be recognized as a leader. We will amplify The Ottawa Hospital's national and global reputation, as well as its role as the architect of a revolutionary regional healthcare strategy. We will engage key donor segments with innovative outreach and sustain a strong community presence that inspires lasting support.

KEY STRATEGIES:

PROMOTE The Ottawa Hospital's regional healthcare strategy, national research and innovation leadership, and global recognition

REACH key segments of donors in our community with innovative approaches for engagement

SUSTAIN a community presence that nurtures the The Ottawa Hospital brand and supports and cultivates gifts by acquiring, valuing, and retaining donors at all levels



CONNECT MEANINGFULLY WITH OUR DONORS, VOLUNTEERS, AND LARGER COMMUNITY

Strong relationships drive transformational change. We will deliver an exceptional donor experience, strengthen volunteer engagement, and ensure that every supporter – whether donor, volunteer, or advocate – feels represented, valued, inspired, and connected to our mission.

KEY STRATEGIES:

DELIVER

an exceptional donor experience

BUILD

an exceptional volunteer team that reflects the diversity in our community



ADVANCE THE RESPONSIBLE USE OF TECHNOLOGY

Innovation isn't just for the hospital – it's also embedded in how we support it. We will invest in cutting-edge technology, develop a data strategy as well as a data-driven donor strategy, and we'll explore AI solutions to enhance donor experience and maximize impact.

KEY STRATEGIES:

INVEST in leading-edge infrastructure, technology, and processes to enhance the donor experience and optimize effectiveness

DEVELOP and implement a comprehensive data strategy for the Foundation

INVESTIGATE and implement new tools incorporating AI to connect with our donors



EMPOWER OUR PEOPLE

A strong foundation starts with strong people. By fostering a workplace that values diversity, inclusion, and professional growth, we will continue to strengthen our position as the leading charity employer in the region – where talent thrives and purpose drives every action.

KEY STRATEGIES:

COMMIT to a rewarding work experience and talent management program for employees, positioning the Foundation as the leading charity employer in the region

BUILD an inclusive staff team that reflects the diversity in our community



LOOKING AHEAD

Healthcare isn't just about today – it's about the future. It's about the breakthroughs that haven't happened yet, the lives that will be saved, and the care every patient deserves.

With the Campaign to Create Tomorrow, we set out to do something extraordinary: to transform healthcare in Ottawa for generations. And thanks to the incredible support of our donors and community, we are well on our way. But reaching our \$500-million goal isn't the finish line – it's the foundation for what's next. As The Ottawa Hospital continues to push the boundaries of medicine, our role will be to fuel that progress and to help ensure the hospital has the resources to lead in research, innovation, and patient care.

This plan builds on our commitment to agility, innovation, and integrity. These are the principles that will guide us as we work to deepen our alignment with The Ottawa Hospital, expand our base of support, and prepare for what's next. We will continue to evolve, to embrace new ways of engaging with donors, and to steward the vital role that philanthropy must play.

Of course, none of this happens without you, the remarkable people who surround the Foundation. Your generosity, your belief in every ambitious iteration of our mission, and your commitment to extraordinary care have brought us to this moment. Together, we aren't just funding a hospital or building a new campus; we are truly reshaping the future of healthcare.

And the best part? We're just getting started.



OUR CULTURE CODE WAS DEVELOPED BY OUR STAFF, FOR OUR STAFF.

Our Foundation is a space where everyone is welcomed, valued, respected, safe, and heard.

Patients and their loved ones are at the heart of everything we do. Their stories inspire us, and sharing them with our community of donors, healthcare colleagues, and volunteers creates hope and a shared sense of purpose.

We are the foundation for tomorrow's healthcare, and together, we serve our donors and our community with dedication and excellence.



INSPIRING CONNECTIONS

We prioritize building inclusive and meaningful relationships and strive to understand the unique experiences of our colleagues, donors, patients, volunteers, and healthcare partners.

Every day, we foster connections with each other as we work together to transform healthcare.



NURTURING GROWTH

We are committed to lifelong learning, embracing change, encouraging wellness, and being accountable to one another.

We celebrate individuality to foster a strong, supportive team that embodies compassion, empathy, understanding, and acceptance.



CULTIVATING INNOVATION

Innovation is in our DNA. We embrace diverse perspectives and experiences because we understand that this drives innovation.

As leaders in our industry, we are proud to challenge the status quo.



STRIVING FOR EXCELLENCE

We pursue excellence and welcome opportunities to produce meaningful, impactful work.

We believe an environment where everyone is heard, understood, and supported empowers us to do our best and that each of us contributes equally to the success of our mission to advance healthcare for all.



IGNITING CHANGE

By enabling groundbreaking research, supporting world-first initiatives, amplifying a full spectrum of voices, and fostering collaboration with our community, we will inspire and ignite change within Ottawa and beyond.

**THESE ARE THE
VALUES AND BELIEFS
THAT GUIDE OUR
WORK EVERY DAY.**



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