



DIRECTION PLANNING

A STRATEGIC IMPERATIVES ROAD MAP

2016 -2020

JUNE 23rd 2016

PECMHF - A LONGER TERM LOOK OUT TO 2020

This Strategic Plan takes into account the present state of the Foundation and its appetite for strengthening its position through a much more strategic, multi-year approach. It builds upon past successes and its relationships, as well as recognized partnerships with the PEC community and Quinte Health Care.

WHO WE ARE

Mission

Prince Edward County Memorial Hospital Foundation raises money to advance health care for the patients of the hospital and the people of Prince Edward County.

Vision

The Prince Edward County Memorial Hospital Foundation is a strong voice for and a champion of exceptional health care for the patients of the hospital and the people of Prince Edward County.

OUR ORGANIZATIONAL VALUES

Our organizational values define the way in which we will go about our business. In 2016-2017, our values continue to be:

Integrity—This is the core value. We are proud of the trust placed in us by the community. We strive to have our relationships with both Quinte Health Care and the community based on trust. It is the responsibility of every volunteer and every staff member to reflect that trust daily.

Respect—We understand that people of good will can hold differing opinions.

Donor Centred—Our decision-making revolves around the need to engage and inform our donors and potential donors. Our ability to raise money in Prince Edward County depends on our ability to maintain exemplary relationships with donors and potential donors.

Accountability—The Foundation is accountable to the people of Prince Edward County and accountable for our mission to support an integrated health care system that includes primary care at Prince Edward County Memorial Hospital and secondary and tertiary care through the Quinte Health Care system.

Goal Setting—Strategic goals will help us set an annual course for the Foundation. Strategic goals must be broad enough to touch all aspects of our operation and become the basis for our strategic directions. Each element of this strategic plan will be reviewed annually.

BACKGROUND

As a follow up to previous strategic planning sessions and from the need to realign and transform itself, in 2015, the Foundation went through a direction planning exercise to:

1. Establish the overarching strategic directions that will guide the Foundation in its operations
2. Review and revise the board policies, procedures and programs that shape the Foundation's day-to-day operations
3. Prepare for any impacts on services at PECMH that may take place as a result of Quinte Health Care's (QHC) direction and that would affect the Foundation's capacity to fund-raise
4. Consider board functions to facilitate executing a capital fund-raising project should QHC receive approval to proceed with planning and building a new hospital facility in the County
5. Review Challenges, Opportunities, and Risks going forward

MOVING FORWARD - STRATEGIC FRAMEWORK & DIRECTION

The Foundation Board is a volunteer fundraising board that is at an important stage in realigning itself with better structure and reporting, and that is moving to a philanthropy approach versus just fundraising, which focuses on the singular process of asking for money. It takes the lead in establishing the mission, vision and strategic directions for the organization. The staff takes the lead in planning and implementing strategies with the support from the Foundation Board.

The following approach takes into account the important planning of 2015-16, and its draft 2016-17 Strategic Plan. It is designed as a multi-year framework that ensures the Foundation remains razor focused, by aligning itself around the Vision and Values of the Foundation, and its newly formed Strategic directions. These are now identified as important **Strategic Imperatives**.

PECMHF - A LONGER TERM LOOK OUT TO 2020

The Strategic Imperatives take into account:

- the present state of the Foundation,
- its appetite for strengthening its position,
- and the value of multi-year planning. In this case the strategic imperatives approach has a proposed application through the year 2020.

The framework identifies Excellence in Financial Performance as the key driver (with a goal to transition to a more Philanthropic Management approach), with the four imperatives being critical enablers:

- increased public awareness
- top-of-mind advocacy
- excellence in organizational effectiveness and efficiencies
- a high performing Foundation/winning team prepared to launch a hospital campaign
(See illustration below.)

For the 2016/17 Fiscal year, the focus will be on Excellence in Organizational Effectiveness and Efficiencies. Efficiencies gained in the 2016/17 fiscal year will then free resources for an accelerated approach to the remaining three critical enablers.

It was previously agreed upon that success as a volunteer board is dependent on shared responsibility and ownership of both the process and the outcomes. This model highlights an emphasis on team leadership in different Strategic Imperatives.

PECMHF STRATEGIC IMPERATIVES 2016-2020

STRATEGIC EXCELLENCE



PECMHF END STATE OUTCOMES - 2016-2020

(Extracted from Context and Content of previous plans and meetings)

END STATE STRATEGIC EXCELLENCE IMPERATIVES	IMPERATIVES SUB CATEGORIES	2020 END STATE OUTCOMES
EXCELLENCE IN FINANCIAL PERFORMANCE AND TRANSITIONING TO PHILANTHROPIC MANAGEMENT	Fundraising	<p>The Hospital Foundation has the resources (financial and human) required to support the health care needs of the County.</p> <p>The Foundation will meet annual targets and will transition from a fundraising mind set to a philanthropic mind set where donors and volunteers alike promote the Foundation’s Mission and work together towards the goal of a vibrant community hospital.</p> <p>With a focus on philanthropy instead of fundraising, senior leadership will concentrate the majority of their time on friend raising, program partnership, philanthropic development and fundraising</p> <p>We will have an ongoing, robust, major giving and planned giving, and innovative recognition program.</p> <p>The Foundation will be a philanthropic charity of first choice for staff, donors and County residents.</p>
	Accounting	<p>We ensure oversight through:</p> <ul style="list-style-type: none"> • monthly and annual operational budget performance reports • regular profit and loss performance reports from the Foundation finance representative and accountants • budget and profit and loss performance data (Finance Committee)
	Investments	<p>Using an investment approach based upon the present fiscal and economic climate, the Foundation will manage its investments through the advice of its accountant and external experts from the banking and investment sector. They will provide quarterly and annual performance reports.</p>

**CRITICAL ENABLERS - EXCELLENCE IN MANAGEMENT, AND BRAND EXECUTION
2020 END STATE OUTCOMES**

A HIGH PERFORMING FOUNDATION /WINNING TEAM PREPARED FOR LAUNCH OF A HOSPITAL CAMPAIGN	Board	<p>Through the PECMHF Values we work strategically as a team.</p> <p>We have a strong, capable, engaged skilled Board to meet the future needs of the Foundation.</p> <p>We deliver excellence in Foundation practices through measurable, activity-based goal setting, team work and planning.</p> <p>We are prepared to launch an effective new hospital campaign.</p>
	Volunteers	We have a strong, engaged, recognized community of volunteers and supporters to help meet the needs of the Foundation.
	Foundation Staff	Through ongoing professional development opportunities, we have strong, capable, engaged, skilled staff who are supported, recognized and rewarded by the Foundation.
INCREASED PUBLIC AWARENESS	Image / Credibility	<p>We will have positive, creative public relations that inspire trust, faith and confidence in the Foundation.</p> <p>We will raise the positive profile of the Foundation in the PEC community.</p>
	Communications Build the BUZZ	Using a variety of market-related communication practices, the Foundation communicates to all constituents clearly and consistently using approved Key Messages and Foundation reports /data.

TOP OF MIND ADVOCACY		<p>The Foundation is “Top of Mind“ in the County. It has a constructive and positive relationship with Quinte Health Care, the Ministry of Health and Long -Term Care, and the Local Health Integrated Network.</p> <p>The Foundation “models the way” and is seen as the leader in non-profit philanthropic work in the county.</p>
	Decision on Hospital	The Foundation provides the resources and supports required to achieve a positive decision about the new hospital.

EXCELLENCE IN ORGANIZ- ATIONAL EFFECTIVENESS AND EFFICIENCIES	Executive Authority	The Foundation continues to develop and implement clear policies and procedures that are readily accessible on demand.
	Streamlined Operations	<p>The Foundation operates effectively and in a transparent manner with regard to Foundation documents, policies, by-laws, procedures and reporting systems.</p> <p>The Foundation embraces the use of technology and innovation to advance its Strategic Imperatives.</p>

STRATEGIC IMPERATIVES DIRECTION - RECOMMENDED KEY MESSAGES

- Prince Edward County Memorial Hospital Foundation continues to meet its targets in raising money for hospital equipment to advance health care for the patients of the hospital and the people of Prince Edward County.
- The Foundation has gone through a transformation with a goal to become more efficient and high performing. This transformation will enable it to become a non-profit leader in the County, be an active voice and advocate in the community, and continue to be a champion of exceptional health care for the patients of the hospital and the people of Prince Edward County.
- Having the people of Prince Edward County trust in us reflects our success. The Foundation is here to serve the PEC community through inclusive, trustworthy and transparent practices.
- The Foundation is as active partner in the PEC Hospital Redevelopment process and, if required, is ready to support it though a New PEC Hospital Capital Campaign.