



## **Strategic Plan 2021 – 2026**

### **Future Ready for 2026**

*Relationships, Collaboration, Inclusion, Transparency, Empowerment, and Community Celebration*

## Overview

### Spring 2021

The Prince Edward County Memorial Hospital Foundation (PECMHF) has been on an incredible journey. Over the past several years, we have evolved from a largely operationally-oriented board to one that focuses on how to achieve long-term strategic goals articulated in a visionary strategic plan and executed through organizational development. This has brought us to a point where we need to refresh our strategic planning. This process encompasses both taking stock of what we have achieved measured against goals, and what we need to do to advance our strategic planning and execution to take us to the next level as a governance board. In early discussions, a theme that has been surfacing is “How do we (through a focus on philanthropy and a mindset of growth) build upon this, become better and bolder, to better serve our Prince Edward County (PEC) community and regional needs, and still be a voice to support exceptional health care in PEC?”

The following strategic planning approach considers an important review of critical external influencers confirmed by the Foundation Board in February 2021. It is designed to be **Directional** and **Future Ready**. It looks forward more than just one year and provides a framework to ensure that the foundation keeps razor focused. It does this, by aligning itself around the **Vision & Values** of the foundation, and its newly formed strategic directions, which are seen as **Strategic Imperatives**. Compared to the previous plan, these **Strategic Imperatives** have a much longer term of value. Our obligation to our community and donors is to look forward and be “**Future Ready**”. In this case, it is proposed it be to the year 2026.

Building upon previous plans this framework identifies **Excellence in Philanthropic Leadership and Excellence in Financial Performance** as our **Future Ready Imperative**, with the other five imperatives (all with end state outcomes) being critical enablers to the success of it. We started our transition to philanthropic leadership over five years ago, and we now know that philanthropy can help build strong and vibrant communities in the County. We want to help make this happen, and combined with our tenacity for financial rigor and growth — the foundation has the backbone to be successful at it.

The work of PECMHF has never been static, and it recognises that in addition to our ‘Back the Build’ Campaign, other regional Quinte Health Care (QHC) and PEC needs are on the horizon — our planning reflects this as other **Future Ready** campaigns. This direction is the collective narrative of our aspirations, and the imperatives will be cemented and aligned through the foundation’s annual planning process. The foundation is committed to building the tools for success in Philanthropic Leadership to effect social impact in the County. Our philanthropic journey will embrace relationships, inclusion, transparency, empowerment, collaboration and community celebration. The result will be a foundation more integrated into the community, and the community becoming more engaged in our direction.

The County is changing. We are in challenging and transformational times. Employment trends, technology, shifting demographics, food insecurity, climate change, knowledge and information access, and rapidly changing economies are major influences on our daily lives — and these are transforming virtually every industry and sector, including the Ontario health care sector. We know that as we continuously improve, and move forward, our direction and processes will be informed by trends, and signals and forces that will challenge us to think differently. The foundation is ready for that!

By being bold, encouraging a growth mindset, keeping razor focused on our direction, and on our donors, as we manage our plan in one-year cycles, PECMHF will be well positioned five years ahead. **We will be Future Ready!**

## Our Directional Imperative and Enablers

The framework identifies **Excellence in Philanthropic Leadership and Excellence in Financial Performance** as its **Future Ready** Imperative with a series of end-state outcomes/commitments, and the other five Imperatives with outcomes, being critical enablers to its success.



Future Ready Strategic Imperatives	Imperatives Sub Categories	Our 2026 End State Outcomes / Commitments
<p style="text-align: center;"><b>FUTURE READY</b></p> <p style="text-align: center;">Excellence in Philanthropic Leadership and Financial Performance</p>	<p><b>Philanthropic Direction and Social Impact</b></p>	<ul style="list-style-type: none"> <li>• The DNA of our foundation will be that of supporting our community through ‘Philanthropic Leadership’, and we will build a community steeped in philanthropic values that will have lasting impact and value.</li> <li>• The foundation, its donors and its philanthropic networks and its partnerships will be TOP of Mind in the PEC community for their leadership and achievements and social impact in philanthropic work.</li> <li>• The foundation will serve our community through relationships/partnerships with other PEC fundraising organizations — and be the PEC and Regional community role model in philanthropy practices.</li> <li>• Our recognition of Philanthropic Leadership in the community will be on-going, in an authentic, impactful, and ‘delivered in a meaningful and personal’ way.</li> <li>• Our board members serve as philanthropic ambassadors within the foundation organization and outside in the PEC community.</li> <li>• On our philanthropic journey, we will embrace <i>Relationships, Collaboration, Inclusion, Transparency, Empowerment, and Community Celebration</i></li> </ul>
	<p><b>Our Partnership with QHC</b></p> <p><b>Our New Hospital Build in 2027 and Our other Future Ready Campaigns</b></p>	<ul style="list-style-type: none"> <li>• Through a dynamic board, strong governance, and a set of ‘Philanthropic Principles’ the foundation will meet PECMHF and QHC agreed upon annual fundraising /campaign(s) targets.</li> <li>• The foundation will meet its Back the Build target of \$16.5 million and transition to stretch goals and deliver on on-going “<b>Future Ready</b> campaigns”, integrated with Philanthropic Principles and targets.</li> </ul>
	<p><b>Our Growth and Financial Responsibilities to the Community</b></p>	<ul style="list-style-type: none"> <li>• With a focus upon governance and policy and sound financial management and investment principles, the foundation will continue to be razor focused on its financial viability, growth and success.</li> </ul>

**Our 5 Enabling Imperatives and Outcomes to 2026**

<p align="center"><b>1</b></p> <p align="center"><b>A Robust QHC Partnership and a High Performing Foundation driven by Governance and Policy.</b></p>	<p><b>Our Journey of Becoming a High Performing Board embracing Partnerships and Collaboration</b></p>	<ul style="list-style-type: none"> <li>• Our direction will be enabled through a strategic planning process every five years, and progress through the plan will be reviewed annually by the chair and board.</li> <li>• We will continue to evolve to a High Performing <b>Governance Driven Foundation</b> that is driven through sound policy, and is resilient, flexible, responsive, accountable and financially secure.</li> <li>• We will continue to be a dynamic independent foundation that has robust partnership with QHC.</li> <li>• We will be seen as a proactive team player in Regional Health Care Fundraising strategies by the PEC and Regional communities, and commit resources to such as agreed upon.</li> <li>• We recognise the value of inclusive and systemic dialogue between the foundation, QHC, affiliate foundations and government, and we aim to amplify the effectiveness of our efforts by working together more closely on a broad range of knowledge sharing and innovative thinking.</li> <li>• We are recognised by the QHC and provincial government and the PEC community as a high performing foundation with a focus upon philanthropy.</li> </ul>
	<p><b>Our High Performing Foundation Staff</b></p>	<ul style="list-style-type: none"> <li>• We will have a Performance Leadership Framework that advances the board’s Strategic Imperatives.</li> <li>• Our strategy will be supported by an engaged foundation staff who serve as PECMHF philanthropic ambassadors within the foundation and in the community.</li> <li>• In alignment with our strategic Imperatives, we will have strong, capable, engaged, skilled staff that is supported, recognized for performance and rewarded by the Foundation Board.</li> </ul>
<p align="center"><b>2</b></p>	<p><b>Communications to our Communities</b></p>	<ul style="list-style-type: none"> <li>• We will engage with the PEC, and regional communities and other constituents on our future plans and annual performance.</li> </ul>

<p><b>Marketing Leadership - Philanthropic Alignment and Digital Engagement</b></p>	<p><b>Our Outreach through Digital Practices, Collaboration and Conversations with Community</b></p>	<ul style="list-style-type: none"> <li>• In support of our passion for being connected to our community, our marketing plans will include a digital outreach process that will be a tool to empower transparency, inclusivity ambassadorship, dialogue, debate and culture shift towards our philanthropic direction to support the following:</li> </ul> <p><i>Our Philanthropic Principles / Our Stories / Revenues Increases / Fund Raising / Increase Public Awareness / Dialogue and Debate / Increased Audience and Foundation and Advocates (including Tourists) / Donor Outreach — and be flexible enough to target different audiences with custom designed communications needs for our community</i></p>
<p><b>3</b></p> <p><b>Excellence in Organizational Effectiveness and Efficiencies</b></p>	<p><b>Our Network of Supporters</b></p>	<ul style="list-style-type: none"> <li>• We will have a robust, engaged, recognized community of volunteers and and campaign circles teams that are fully orientated and engaged in our philanthropic fundraising practices, and are provided with the opportunity to become part of our Foundation Supporter Network.</li> </ul>
	<p><b>Our Commitment to Being Efficient and Responsible</b></p>	<ul style="list-style-type: none"> <li>• Through governance and policy, we will continue to be financially responsible and meet Operating Cost Targets.</li> <li>• We are committed to the on-going review of operations for efficiency opportunities.</li> <li>• We will deliver excellence in foundation practices through measurable, activity-based goal setting, teamwork and planning.</li> </ul>
<p><b>4</b></p> <p><b>Building Philanthropic Partnerships/ Networks and Connections</b></p>	<p><b>Building and Empowering Our Interconnected Partnerships</b></p> <p><b>Collaborating and conversations with our PEC Businesses Community</b></p>	<ul style="list-style-type: none"> <li>• We will build innovative partnerships with business sector in the PEC Community with a focus upon win -win principles, philanthropic opportunities, and increased financial support.</li> <li>• We will build (supported though our digital platform and personal engagement) an empowered network of business operators in PEC, (to connect with others, create their own partnership opportunities), to foster conversations and debate about our philanthropic direction and partnerships with the foundation, and provide them with the opportunity to build and invite more support for the foundation from other businesses/leaders.</li> </ul>

<p style="text-align: center;">5</p> <p style="text-align: center;">Understanding of and Being Engaged with our Changing PEC Community</p>	<p><b>Our Changing County Engagement, Connections and Collaboration with our Residents, Community Groups, Summer Residents and Visitors</b></p>	<ul style="list-style-type: none"> <li>• Our planning will reflect a clear understanding of the changing demographics, and challenges and opportunities of the County.</li> <li>• We will continue to build relationships with County residents, in helping them build their own personal philanthropic journeys to support their own/family needs in collaboration with the support of the foundation.</li> <li>• We will have an innovative process(es) to engage with and welcome newcomers (residents), and new business operators to the County.</li> <li>• We will build (supported through our digital platform and personal engagement) an empowered network of community group leaders (to connect with others, create their own partnership opportunities) to foster conversations and debate, learn about, and become involved in our philanthropic journey.</li> <li>• Our summer residents and visitors will have the opportunity to become engaged in our philanthropic journey and contribute to it.</li> </ul>
--	---	--

*Approved and adopted by the Prince Edward County Memorial Hospital Foundation Board of Directors  
 May 24, 2021  
 Picton, Ontario*