



Creating a healthier future, *together.*

STRATEGIC PLAN

2021-2025



SAINT JOHN
REGIONAL HOSPITAL
FOUNDATION

Message from the President & CEO



Welcome to our strategic plan for 2021-2025, a critical document that focuses on building our fund development capacity and enhancing our overall philanthropic revenue generation activities, building on the Foundation's strategic goals.

For over 40 years, the Foundation has been honoured to be stewards of the generous gifts donors have given The Saint John Regional Hospital.

Together, we have contributed over \$152,000,000 supporting health care advancements across our hospital and province.

Throughout our history, we have funded initiatives outside the scope of government, investing in capital equipment, research, education, mental health, and patient support programs at our hospital and across the province.

Listening to our community was vital in the creation of our path forward. Our strategic plan was developed via a consultative process that incorporated a broad range of stakeholders and opinions. Representatives of the Hospital, Foundation, and Horizon Health Network were asked for their insights on the Foundation's future via a steering committee, personal interviews, focus groups and leadership task force.

In the coming five years, our commitment to inspiring and igniting our community to advance leadingedge, world-class care for New Brunswickers will be the underpinning of everything we accomplish. These ideals are captured in our values and our four strategic objectives.

We are ready to execute the most exciting and ambitious plan in the Foundations' history. And we are honoured to play a role in helping create a healthier future.

A stylized, handwritten signature in black ink that reads "Shannon Hunter".

Shannon Hunter
President & CEO



OUR MISSION

To ignite and inspire the power of community and philanthropy to advance exceptional health care for New Brunswick.



VISION

We strive to be the most innovative, effective, and respected hospital foundation in New Brunswick, advancing health care to create a healthier future.

OUR VALUES

Trust: We believe that a person's reliability, ability, or strength is core to any relationship.

Respect: We believe in valuing differences and allowing others to express themselves to work together toward common goals to make the organization stronger.

Accountability: We strive to honor commitments we have made and take responsibility for accomplishing our work on-time and with the highest quality possible.

Innovation: We believe in imagining what is possible and fostering creativity that challenges constraints and drives progress.

Leadership: We believe in the courage to rise above challenges, work through adversity and inspire others.



Our Strategic Goals

Donors have been, and continue to be, paramount to the success of advancing healthcare. Through the generosity of the community, the Foundation plays a critical role in advancing the hospitals mandate to building a healthier future.

— 01 COMMUNICATE OUR VALUE & STRENGTHEN INDUSTRY PARTNERSHIPS

Through open communication, we will strengthen relationships with Horizon Health Network (HHN) and the Saint John Regional Hospital to align key deliverables over the next five years helping the hospital achieve its strategic objectives.

DELIVERABLES

- Enhance engagement and exposure of the Board with HHN and hospital leadership
- Expand our partnerships within the industry and government to strengthen fundraising capacity
- Identify mutually beneficial long-term and annual funding priorities in partnership with HHN
- Build and implement a Leadership Advisory Council

— 02 STRENGTHEN DONOR IMPACT

Increase fundraising support by strengthening our fundraising capacity, diversifying our programs, and delivering a transformational donor experience to increase the impact of donor generosity.

DELIVERABLES

- Develop a robust revenue generation strategy and plan to guide fundraising performance over the next five years.
- Increase annual revenues by 4 million over the next five years
- Grow major gifts and annual giving programs
- Create a new legacy giving program building on industry best practices
- Feasibility study of launching a social enterprise
- Enhance stewardship programs that deliver experiences creating affinity and loyalty
- Maintain a balanced fundraising model

— 03 BUILD & GROW OUR BRAND

Build a compelling and trusted brand attracting and retaining donors provincially aligned with our mission.

DELIVERABLES

- Refine and refresh the Foundation messaging aligned with our mission and vision
- Invest in donor acquisition strategies with balanced messaging attracting multiple generations
- Develop a marketing framework to build brand awareness and challenges donors to recognize the importance of giving to help advance healthcare
- Develop compelling campaigns supporting various priorities
- Develop digital marketing and communications strategies to build our base of supporters
- Implement Grateful Patient Program
- Engage hospital employees as our champions in our mission
- Increase opportunities for recognition, engagement and affiliation for donors and supporters

— 04 EMPOWER OUR PEOPLE

Lead and nurture a culture led by purpose and clear expectations that promotes a positive, inclusive, donor centric and innovative work environment fueling our fundraising aspirations.

DELIVERABLES

- Enhance Board Engagement
- Attract and retains top performing fundraisers
- Invest in our people, growing our pool of internal leaders
- Ensure high-levels of employee satisfaction and engagement
- Attract and engage diverse, highly aligned board members and utilize their talents
- Engage all board members in personal giving and fundraising activities