



Hamilton Health Sciences Foundation Strategic Plan 2020 – 2022 including reflections on 2016-2019

The rapid pace of change has meant that we felt the need to refresh our strategic plan to maximize the opportunities for Hamilton Health Sciences Foundation over the next three years (2020-2022). With this refresh, we are sharing a high-level summary of our major accomplishments from our most recent strategic plan and highlighting some aspects of our new three-year plan.

The Last Four Years (2016-2019)

The last four years brought many rewards to our team. Fundraising revenue has increased resulting in an enhanced ability for these contributions to impact patient care at Hamilton Health Sciences. A number of transformational gifts were also received, and the cumulative impact was significant for all aspects of patient care.

We completed the *Enabling Dreams* Campaign for the new Ron Joyce Children's Health Centre, supported the research, education and equipment needs of the Stroke Program at Hamilton General Hospital, funded a Nurse Practitioner Fellowship in support of complex malignant hematology and completed the *Tomorrow Stems From You*[®] campaign at Juravinski Hospital and Cancer Centre, redeveloped the Interventional Radiology Suite at Juravinski Hospital, and redeveloped an inpatient unit at McMaster Children's Hospital.

Other significant gifts enabled: the purchase of life-saving neurosurgical microscopes for both pediatric and adult patients; the development of a Hybrid Operating Suite at Hamilton General Hospital; building a Child and Youth Mental Health Wellness Outdoor Courtyard and redeveloping a new Hemodialysis Clinic at McMaster Children's Hospital; and upgrading the restorative care gym and palliative care lounges at St. Peter's Hospital. As part of our commitment in support of Population Health we also funded the Hospital2Home program helping the hospital's outreach program support vulnerable patients.

Research chairs and projects were funded, continuous education was enabled and countless pieces of life-saving and life-altering equipment were purchased thanks to the generosity of our donor community. This collective impact truly made a vital difference to thousands of patients each and every year.

Donors from Hamilton and across the region recognize the important role Hamilton Health Sciences plays in providing highly specialized medical care, regardless of where they live in south-central Ontario. We partnered with a number of diverse communities across the spectrum of geographic, religious, ethnic and gender-based groups.

New partnerships and Care4 partners contributed to our ongoing success, at the same time that we managed our fundraising, management and administration expenses. A local partnership enabled the sharing of the largest legacy gift commitment in Canada from Margaret and Charles Juravinski.

We expanded our communications and fundraising channels to encompass a range of digital opportunities ensuring that donors can connect with us through any means they choose. We fostered a strong internal culture which was strengthened by our office relocation.

Guided by our strategic plan, we are proud of the progress that we have made as an organization over the last four years.

The Next Three Years (2020 – 2022)

As we look to the future, the pace of change is accelerating at an advanced rate. As such our next strategic plan is designed to cover a three-year, rather than five-year, time horizon.

The demand for purchasing vital, life-saving and life-altering equipment continues to increase. The aging infrastructure across Hamilton Health Sciences requires ongoing investments in redevelopment to ensure the best patient and family-centred environment, while advances in research and clinical education need ongoing funding to enable impact on clinical practice. Limits on government funding require an increased need to grow our donor base, while cultivating more and larger gifts. We are excited by this next chapter for The Foundation.

Donors need and want to understand the impact of their contributions on patients and we commit to ongoing and increased communication that demonstrates the scope of their impact. We are expanding efforts to create a more personalized donor experience, and through the use of digital platforms and targeted analytics our relationships and communication strategies will evolve. We will also expand our engagement with diverse communities across the region.

Our four strategic pillars remain – Our Donors, Our Impact, Our Strategic Alliances and Our Sustainability. The specific initiatives associated with each are updated to reflect our current plans. Progress will be measured by revenue growth; continuous improvement in our social reporting; growth in diversified revenue, process automation and as always sound fiscal management.