



Chatham-Kent Hospice
FOUNDATION



Chatham-Kent Hospice Foundation

Strategic Plan 2019 – 2022

Executive Summary



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2019 – 2022 Strategic Plan at a Glance

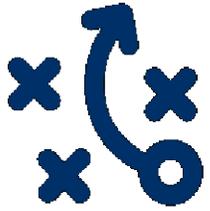
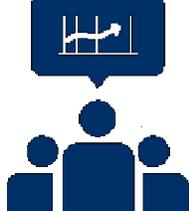


Introduction

The Chatham-Kent Hospice Foundation was established in 2016 with the express purpose of providing financial support and building awareness for the Chatham-Kent Hospice. This strategic plan was developed by the strategic planning steering committee, Chatham-Kent Hospice Foundation Board of Directors and staff in consultation with the Chatham-Kent Hospice, donors and community stakeholders.

The strategic planning process is intended to ‘outline the desired future for the Chatham-Kent Hospice Foundation (CKHF) and provide the roadmap that defines how the CKHF will achieve it.’¹

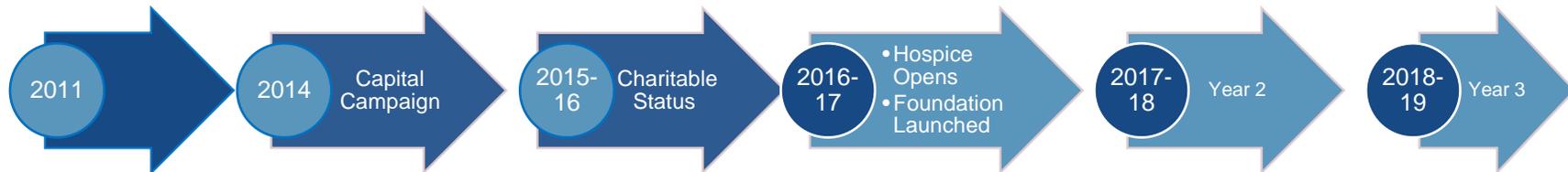
The strategic planning process was divided into four stages: environmental scan, consultation, strategic priorities and strategic plan and metrics.

			
Environmental Scan	Consultation	Strategic Priorities	Strategic Plan & Metrics
Project initiation Document review Social Issues Other service providers	Interviews Focus Group Survey SWOT Analysis Priorities workshop	Vision Mission Strategic Priorities	Strategic plan Review strategic plan Implementation Plan Budget, Tactical Implications Final presentation
Where have we been? What is happening around us?	How do our stakeholders see us? What do they want? What do we want?	Where are we going? What is our role? What must we do?	How will get there? What resources are required? When?

¹ Based on the Imagine Canada definition of strategic planning.

History of Chatham-Kent Hospice Foundation

In 2011, a group of dedicated volunteers began the work of generating the financial support for a residential hospice. In 2013 the Erie St. Clair Local Health Integration Network confirmed operating dollars for a 10-bed residential hospice in Chatham-Kent. On July 2013 the Chatham-Kent Hospice Board of Directors met for the first time. A highly successful Capital Campaign was completed by 2014 and construction began in April 2015. The Chatham-Kent Hospice Foundation received charitable status in late 2015. The Hospice welcomed the first residents in April 2016. The Hospice Foundation was launched in June of 2016.



Historical Highlights:

- Completed the Capital Campaign in 10 months raising \$5.8 million for build and sustainability fund
- Chatham-Kent Hospice Foundation has met or exceeded fundraising goal every year
- Donor base has steadily grown year over year to over 19,000 donors
- Successfully hosted two signature events each year - Hike for Hospice & Benefit Gala raising over \$480,000
- Worked many community groups to host third-party fundraising events on our behalf raising over \$470,000
- Received memorial donations in memory of almost 2,900 Individuals totaling \$1.65 million
- Grew revenue sources to include Monthly Giving and Gifts in Will

What We Learned

Trends in Canadian Philanthropy

Understanding the trends in Canadian philanthropy provided some guidance on developing the CKHF Strategy. Some key learnings from the Association of Fundraising Professionals Foundation for Philanthropy and the Giving Report² are summarized below.

- A minority of Canadians proactively donate on their own pointing to a consistent need to remind people of the organizations' activities and the need for funds to continue this work.
- Majority of donors are motivated to donate out of a desire to help those in need
- Donors are pre-disposed to donate toward charities that share their beliefs or morals
- One of the most common ways that Canadians are contacted for donations is by way of a cashier addition of a donation to a purchase at a retail store (75% of donors) and letters in the mail (61% of donors).
- A growing number of donors have indicated that they have responded to donation invitations received via social media.
- A sizeable number of donors are responding to peer to peer requests and to a lesser extent to crowd funding efforts.
- Despite the growth of social media, the greatest share of requests continues to come from traditional requests (direct mail, direct asks).
- One in ten donors have named a charity as a beneficiary in their will, insurance policy or other financial instrument.

² The Giving Report, Canadahelps.org

What We Heard

Donor Survey Summary

The Chatham-Kent Hospice Foundation (CKHF) has enjoyed significant support from the community. A survey of over 700 donors in the fall of 2018 demonstrated the extent of the goodwill the community has toward the hospice.

- Respondents were overwhelmingly likely to recommend donating to the CK Hospice Foundation. A further 89% were either extremely likely or very likely to donate again to CKHF.
- The majority (63%) of respondents believe that their donation is spent extremely or very well. The impact of their donations is less understood with 60% believing the impact of their donation is a great deal or a lot. One quarter of respondents said the impact of their donation was moderate.
- The vast majority (95%) described the donation process as very easy or easy. The majority (80%) also reported that the CKHF recognized donors extremely well or very well.
- The donor survey also provided some guidance on the communications needs of donors. Just under 60% of respondents reported they wanted to hear from the CKHF a few times a year with 21% indicating less frequently than that. A smaller share indicated they would like to hear from CKHF once a month (15%) or more frequently (6%). The preferred methods of communication were email (76%), social media (31%), the website (18%) and mail (16%).
- The respondents were asked to estimate the percentage of hospice expenses paid for through donations to the CK Hospice Foundation. A full two thirds believed that donations covered more than half of the hospice expenses with just one third believing their donations covered less than half of the hospice expenses.

THANK YOU to everyone who participated in this survey and provided us with this valuable feedback!

Mission, Vision and Values

With the knowledge and insight gained through this strategic planning process, we have redefined our mission, vision and values as follows:



Mission

To raise funds and awareness for Chatham-Kent Hospice to help families live the important experiences of end of life.



Vision

Ensuring exceptional end-of-life care now and in the future.

Our Values

Chatham-Kent Hospice Foundation ensures all its actions reflect:

- Respect
- Integrity
- Accountability
- Compassion
- Community
- Excellence

Goals and Objectives

After determining our strategic priorities, six goals and related objectives were defined. The goals for the Chatham-Kent Hospice Foundation provide general statements of the desired outcomes for the Chatham-Kent Hospice Foundation while the objectives are the high-level actions that must be taken to reach the goals.

		Goal	Objective
	1	Financial support	Create and foster relationships that deliver successful fundraising programs and events
	2	Sustainability	Support the current and future financial needs of Chatham-Kent Hospice through responsible management.
	3	Extraordinary people	Attract and develop extraordinary people
	4	Exceptional donor experience	Exceed donor expectations. Celebrate our donors as the heroes of our hospice family
	5	Trust	Earn and keep the community's trust
	6	Community awareness and education	Raise awareness and educate the community on the impact of their contributions

Measuring Success

Over the next three years, we will track and review the results of each goal to ensure that the desired future for the Chatham-Kent Hospice Foundation is reached.

Goal 1: Financial Support

In order to create and foster relations that deliver successful fundraising programs and events, we will focus on building and strengthening the following areas:

1. Maintain a donor attraction and retention program
2. Increase the impact of signature events and Third-Party Events
3. Develop and strengthen our donor giving programs including monthly giving and planned giving
4. Continue to solicit and deliver community presentations
5. Explore reoccurring revenue opportunities

Goal 2: Sustainability

We will continue to support the current and future financial needs of Chatham-Kent Hospice and measure our success through these actions:

1. Build the sustainability fund
2. Establish a capital reserve fund
3. Continue to develop a diversified investment strategy
4. Establish investment benchmark goals

Goal 3: Extraordinary People

Chatham-Kent Hospice Foundation will be able to continue to successfully support end-of-life care in our community with the attraction and development of extraordinary people through the following;

1. Build a diversified foundation team (staff, Board of Directors and volunteers)
2. Providing meaningful work and opportunities to make a difference
3. Provide regular training opportunities for the Board and staff
4. Provide a positive and respectful work environment
5. Provide fair and competitive compensation
6. Provide regular feedback and assessments
7. Maintain health and safety standards
8. Continually connect with our mission

Goal 4: Exceptional Donor Experience

Donors are the heroes of our hospice family. Chatham-Kent Hospice will exceed donor expectations at every opportunity through these actions:

1. Put donors at centre of giving experience:
 - a. Personalize donor communications
 - b. Ensure prompt and sincere thanks and acknowledgement of gifts
 - c. Communicate the impact of their donations
 - d. Understand and help meet donors' philanthropic goals
2. Make it easy for people to donate:
 - a. Ensure donation process are accessible
 - b. Provide multiple flexible donation options
 - c. Support and foster third party organizers and events

Goal 5: Trust

Chatham-Kent Hospice Foundation will earn and keep the community's trust through the following actions:

1. Adopt and maintain the Imagine Canada Donor bill of rights
2. Provide regular, transparent, internal and external communications and reporting by:
 - a. Demonstrate the impact of donations
 - b. Use consistent measurement tools
 - c. Encourage two-way communication
 - d. Continue to provide audited financial statements online

Goal 6: Community Awareness and Education

Raising awareness of the services offered by Chatham-Kent Hospice and educating the community on the impact of their contributions is vital to our success. We will:

1. Deliver a targeted communications program for Chatham-Kent Hospice Foundation
2. Establish and deliver a communications plan on behalf of Chatham-Kent Hospice
3. Use a comprehensive set of communications tools
 - a. Customize the communications tool to the target audience
 - b. Maintain a strong online presence
4. Build collaborative relationships with industry associations
5. Provide regular updates and presentations to community partners
6. Use foundation ambassadors to tell our story



Conclusion

This plan is our commitment to working towards our vision of ensuring exceptional end-of-life care now and in the future and the goals and objectives outlined will allow us to put our values into action.

All of us at the Chatham-Kent Hospice Foundation are proud of what we have been able to accomplish in our first three years of operations with the tremendous support of our community. Our strategic plan for the next three years will ensure that we continue to provide the funds and awareness for Chatham-Kent Hospice to help families live the important experiences of end of life.

Our thanks to the donors and community stakeholders that contributed to the development of this strategic plan.

To learn more about the Chatham-Kent Hospice Foundation or to support or partner with us, please contact:

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Chatham-Kent Hospice Board of Directors

Steve Walker *	Chair, Chatham-Kent Hospice Foundation Board of Directors
John Lawrence *	Past Chair, Chatham-Kent Hospice Foundation Board of Directors
Aileen Murray *	Vice Chair, Chatham-Kent Hospice Foundation Board of Directors
Jennifer Wilson *	Secretary, Chatham-Kent Hospice Foundation Board of Directors
Marilyn Lyons *	Treasurer, Chatham-Kent Hospice Foundation Board of Directors
Nathan McKinlay *	Strategic Plan Committee Chair, Chatham-Kent Hospice Foundation Board of Directors
Sandra Kearney	Chatham-Kent Hospice Foundation Board of Directors
Keith Graham	Chatham-Kent Hospice Foundation Board of Directors
Barb McEwan	Chatham-Kent Hospice Foundation Board of Directors
Randi Bokor	Chatham-Kent Hospice Foundation Board of Directors
Jodi Maroney *	Executive Director, Chatham-Kent Hospice Foundation

* Member of Strategic Plan Project Team