

# Huron Regional Medical Center Foundation

**Mission Forward™**

**Strategic  
Plan for Services**

*Collected and Reported by:*



818 South Hawthorne Avenue  
Sioux Falls, SD 57104-4537  
(605) 336-0244

March 21, 2011

# Huron Regional Medical Center Foundation

## Long Range Mission Forward™ Plan

March 21, 2011

### Introduction

Sumption & Wyland was contracted to support development of a strategic and governance development plan for the Huron Regional Medical Center Foundation. To carry out this work, Sumption & Wyland worked directly with the board and key staff to validate key stakeholders, document core values, develop content for a vision statement, and validate language of its mission statement. To gather perspective, Sumption & Wyland developed and conducted telephone interviews with board members, key stakeholders, and staff. Findings were reported to the board and staff as a foundation for strategic planning processes. Upon completion of the plan, Sumption & Wyland will support the agency with recommended governance process realignment and other plan implementation strategies. Tools will be developed to assist the board in transitioning itself toward governance process needed for growth and change of the organization to meet the future vision.

### Outcomes

The board took time to analyze current activities and operations in order to validate their need for change, continuance, or removal from the organization's core activities. The board identified the following strategic directions and needs for future program research:

- 1. Diversify fund development sources through expanded regular giving, grants, corporate sector gifts, individual, major, and planned giving.**
- 2. Promote community collaborations to expand awareness of the Foundation and the Medical Center's contribution to the community.**
- 3. Strengthen internal and community-wide promotion of the Foundation and its work.**
- 4. Enhance the leadership role of the Foundation Board to effectively lead and connect prospective donors to the work of the Foundation.**

### Next Steps

Each strategic priority includes a description of success measures and key objectives and action steps recommended for an eighteen-month implementation period. Please consider that the action steps in the plan are work over and above the regular work of the organization.

For each objective, a plan of work has been developed for implementation in year one of the plan. This plan of work includes timelines, responsibilities, and additional detail about desired outcomes.

# Huron Regional Medical Center Foundation

## MISSION FORWARD –

### Mission

**Huron Regional Medical Center Foundation –**  
Bringing the gifts of the community together to strengthen, support, and enhance  
the Huron Regional Medical Center system of care.

### Vision

To cultivate and secure a broad community of supporters who, together, assure the sustainability  
of the highest quality healthcare services in central South Dakota.

#### Roles

- ◆ Solicit, accept, and manage gifts entrusted to the Foundation
  - ✓ Inform the community of options for philanthropic efforts
  - ✓ Assist donors in successful transfer of gifts into the Foundation for directed projects and/or endowment
  - ✓ Recognize and thank donors
  - ✓ Establish and implement comprehensive fund management policies to maximize return on funds
  - ✓ Complete all accounting, reporting, and compliance in Foundation operations
  
- ◆ Carry out grant-making to fund worthy projects
  - ✓ Coordinate with the Hospital to identify and frame projects
  - ✓ Grant funds to meet priority projects
  - ✓ Manage scholarship application and presentation program
  - ✓ Report, at least annually, to donors, Hospital leadership, and the community, benefits of grant-making activity

#### Values

- WE VALUE:
- The role of the Foundation as a compassionate force for the sustainability of healthcare delivery;
  - Supporting the quest for the highest quality of care delivery accessible within the community;
  - Strong stewardship and integrity in managing the gifts delivered to the Foundation;
  - Expanding the relationships and partnerships within the community to promote quality healthcare delivery;
  - A commitment to using Foundation resources to toward those projects and programs that meet the highest needs within the healthcare delivery system of the community;
  - Adding resources to the healthcare delivery system that ease families’ journey through the healthcare system of services; and
  - A commitment to supporting the education and preparation of healthcare providers to meet the needs of the healthcare system of the future.

#### Strategic Priorities

- 1. Diversify fund development sources through expanded regular giving, grants, corporate sector gifts, individual, major, and planned giving.**
- 2. Promote community collaborations to expand awareness of the Foundation and the Medical Center’s contribution to the community.**
- 3. Strengthen internal and community-wide promotion of the Foundation and its work.**
- 4. Enhance the leadership role of the Foundation Board to effectively lead and connect prospective donors to the work of the Foundation.**

Mission Forward Implementation  
2011 - 2014

Strategic Priorities	Impact Measurement <i>(What does success look like?)</i>	Strategic Action <i>(These are objectives and actions to be taken between April 1, 2011 and June 30, 2012 toward plan completion)</i>
<p><b>1. Diversify fund development sources through expanded regular giving, grants, corporate sector gifts, individual, major, and planned giving.</b></p>	<ul style="list-style-type: none"> <li>■ Monetary goals for each fund development type set and met annually</li> <li>■ Benchmarks for cultivation, ask, and outcomes in each area set and met annually</li> </ul>	<p>Objective 1. Assist the board, through training, in best practices for identification, cultivation, and readiness to engage in major and planned gifts for the Foundation.</p> <p>Action Step a. Complete giving cycle assessment for each board member to identify board education needs.</p> <p>Action Step b. Complete board education in the giving cycle steps and processes.</p> <p>Action Step c. Set up and carry out board-led prospect development sessions at least semi-annually.</p> <p>Action Step d. Establish a series of quarterly “lunch-and-learn” sessions for donors who have given in the past year.</p> <p>Objective 2. Work with Hospital administration to develop a 10-year master plan for projects and initiatives that encourages donor identification.</p> <p>Action Step a. Establish a taskforce made up of hospital and foundation individuals charged with developing a ten-year master plan for projects and initiatives.</p> <p>Action Step b. Carry out a facilitated planning process to complete the charter.</p> <p>Action Step c. Using outcomes, integrate master plan into marketing and fund development tools and systems.</p>
<p><b>2. Promote community collaborations to expand awareness of the Foundation and the Medical Center’s contribution to the community.</b></p>	<ul style="list-style-type: none"> <li>■ Goals for business partnerships that couple screenings and foundation awareness set and met annually with demonstrated increases in utilization of hospital services</li> <li>■ Goals for community screening, health education, and healthcare resources marketing coupled with foundation awareness set and met annually</li> </ul>	<p>Objective 1. Initiate at least two health screening offerings to selected employers.</p> <p>Action Step a. Identify employers with direct connection to the Foundation to promote awareness program to employees.</p> <p>Action Step b. Coordinate with hospital personnel, physicians and others to provide employee health screenings consistent with the needs of the employers.</p> <p>Action Step c. Measure performance increased utilization of hospital and clinic services/connection as a result of awareness campaign.</p> <p>Objective 2. Expand speakers bureau offerings through promotion of the service to selected employers.</p> <p>Action Step a. Identify employers through board led prospect development meetings.</p> <p>Action Step b. Offer speakers bureau to address the health learning needs of employer groups.</p> <p>Action Step c. Provide education sessions consistent with the needs of the employers.</p> <p>Action Step d. Measure performance increased utilization of hospital and clinic services/connection as a result of awareness and educational offerings.</p>

Strategic Priorities	Impact Measurement <i>(What does success look like?)</i>	Strategic Action <i>(These are objectives and actions to be taken between April 1, 2011 and June 30, 2012 toward plan completion)</i>
<p><b>3. Strengthen internal and community-wide promotion of the Foundation and its work.</b></p>	<ul style="list-style-type: none"> <li>■ Increased volunteer and donor levels by hospital staff set and met annually</li> <li>■ Increased community awareness to expanded number and retention of regular givers within the community and increased volume to website</li> </ul>	<p>Objective 1. Provide hospital staff education program through frequently asked questions in the staff newsletter.</p> <p>Action Step a. Develop twelve most likely foundation questions hospital staff might pose of the Foundation.</p> <p>Action Step b. Deliver information through the newsletter.</p> <p>Action Step c. Measure the impact of increased information on the engagement of staff in the staff donation annual campaign.</p> <p>Objective 2. Expand website presence.</p> <p>Action Step a. Assess current best practices in web presence for foundations of similar size and design.</p> <p>Action Step b. Expand web presence of the Foundation as an integral part of the HRMC website.</p> <p>Action Step c. Investigate online giving support through the website.</p> <p>Action Step d. Measure the impact of increased traffic through tabulation of numbers of website foundation-page visitors.</p> <p>Objective 3. Develop and communicate annual Foundation calendar.</p> <p>Action Step a. Establish an annual calendar of Foundation events.</p> <p>Action Step b. Set up structures to actively promote upcoming events within the Hospital communication structure.</p> <p>Action Step c. Measure the impact of increased exposure through tabulation of numbers of staff people taking part in one or more Foundation activity.</p>
<p><b>4. Enhance the leadership role of the Foundation Board to effectively lead and connect prospective donors to the work of the Foundation.</b></p>	<ul style="list-style-type: none"> <li>■ Functioning committee structure as measured by annual board assessment</li> <li>■ 100% participation of Foundation Board in one or more elements of the fund raising cycle</li> </ul>	<p>Objective 1: Create an active board committee structure within the governance process.</p> <p>Action Step a. Build and implement a board calendar.</p> <p>Action Step b. Approve a standing committee structure consistent with organizational needs.</p> <p>Objective 2: Establish a full complement of trained, active board members.</p> <p>Action Step a. Develop and complete an annual board assessment.</p> <p>Action Step b. Prepare and deliver an annual board education program that includes priority work in the board's role in fund development.</p> <p>Action Step c. Set up and complete a process for active board prospect cultivation.</p> <p>Action Step d. Create a succession plan for board leadership that projects three years into the future.</p> <p>Objective 3: Develop a set of governance policies and procedures to direct the ongoing work of the Board.</p> <p>Action Step a. Define a prioritized listing of policies and procedures needed.</p> <p>Action Step b. Complete research and identification of sample polices for use in planning.</p> <p>Action Step c. Write a work plan for development of Board policy handbook.</p>

# **Mission**

## **(Existing Mission Statement)**

**The purpose of the Huron Regional Medical Center Foundation is to raise gift income each year, which will be used to support and endow the maintenance and enhancement of health care services on behalf of Huron Regional Medical Center.**

# Who Responded to the Survey

## Invited to Participate

**382 – Huron Chamber And Visitors Bureau (included Greater Huron Development Corporation)**

**110 – Internal HRMC staff members**

**210 – Other key stakeholders/ constituents from the Huron community**

**Total Invited – 702**

## Respondents

**65 - HRMC Employee or Affiliated physician/provider**

**17 - Foundation Board Member**

**7 - HRMC Board Member**

**135 - Interested Community Member/ Invited Participant**

**Total Respondents – 225**

# Strengths

- **Management of funds**
- **High quality foundation leadership**
- **Quality fund raising efforts – events well planned and executed**
- **Expanded awareness of the Foundation**
- **Informative newsletter**
- **Good reputation**

# Challenges

- **Lack of providers willing to move to the Huron community**
- **Lack of awareness of the Foundation's role in the community**
- **Significant minority not connecting the foundation to direct Hospital support**
- **Lack of clear communication in how Foundation funds are being used**
- **Need for more “broad-based” fund solicitation (small donor solicitation)**
- **Economic conditions inhibiting giving**

# Strategic Priorities

- **Grow and refresh fundraising activities to cater to a broad community audience**
- **Target the strategic priorities of the Hospital and focus fundraising on those initiatives**
- **Focus on strategic marketing**
- **Ensure equal access to healthcare**
- **Focus on physician recruitment**
- **Develop and implement a strategic vision fundraising with clear \$\$ goals**
- **Brand Foundation as a “sponsor” for community health events**
- **Target a specific health issue and develop a strategic vision around that issue**
- **Focus on patient needs (in lieu of concentration of funding on equipment)**

# **Key Healthcare Related Community Needs**

- Physician recruitment**
- Marketing the availability of high quality medical care close to home**
- Consider partnership with large health care system to leverage access to specialized services**
- Develop disease management support and educational resources**
- Promote wellness and healthy living**
- Innovative marketing to hard-to-reach populations (rural elderly)**