

ST. JOSEPH'S FOUNDATION
OF THUNDER BAY



**Transform the healthcare
experience through a culture of
compassion and generosity in
our community and our region.**

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Introduction

To Our Community Friends, Supporters and Volunteers:

Since 1983, St. Joseph's Foundation of Thunder Bay has been honoured to be stewards of the generous gifts our community has given to support St. Joseph's Care Group. Because of the generosity of our donors, we have been able to transfer \$1.5 million to SJCG since 2019 – these dollars have been invested in capital equipment, research, education, patient support programs and specialized health care outside the scope of government funding.

Triggered by the challenges, disruptions and unprecedented changes of the past few years, the Foundation began a period of review and consultation with a goal to build on our solid record of fundraising achievements.

After a comprehensive examination of our mission, values, strengths, and the ever-changing fund development and community healthcare landscape, the Foundation has reaffirmed and updated its commitment as follows: ***Transform the healthcare experience through a culture of compassion and generosity in our community and our region.***

Guided by this vision, our resources will be leveraged to build our organizational development and capacity, ensure excellence in all that we do, enhance our overall philanthropic revenue generation activities and align our fundraising program to meet St. Joseph's Care Group's most pressing community healthcare challenges. Our organizational priorities are reflected in this multi-year strategic framework highlighted in the pages that follow.

To achieve this next phase in our evolution, we will be a passionate catalyst and advocate bringing together community leaders, ideas and resources. We will harness the power and generosity of our volunteers, donors, partners, funders and colleagues to transform the healthcare experience in Northwestern Ontario. They have been, and continue to be, paramount to our success.

We are ready to execute this exciting and comprehensive plan to build our capacity and set the stage for our future fundraising activities. And we are honoured to play a role in creating a healthier future for our region.

A Collaborative Planning Process

A Collaborative Strategic Planning Process

Listening to our community was vital in the creation of our path forward. Featuring four phases, our strategic plan was developed through a collaborative and consultative process that incorporated a broad range of stakeholders and opinions:



- In the Preliminary Phase, a kick-off meeting with representatives of the national firm of BNP Goldie Canada mapped out the planning process and finalized the workplan.
- In Phase One, a scan of the regional environmental and fund development landscape was conducted. Insights were collected through consultations with key internal and external stakeholders, including the Foundation's Board of Directors, Senior Management, volunteers, funders, donors and partners.
- In Phase Two, the Board of Directors met to consider the feedback and identify priorities.
- In Phase Three, the strategic plan highlighting the Foundation's strategic goals and tactics was created.

Our Vision, Mission and Values

While our new strategic framework guides and aligns our priorities with St. Joseph's Care Group over the next few years, our essential commitments remain as the foundation of the work we do and the approach we take:

Our Vision

Transform the healthcare experience through a culture of compassion and generosity in our community and our region.

Our Mission

Inspire generosity to acquire essential equipment, technology and infrastructure needed by St. Joseph's Care Group for the diverse healthcare needs of our community and our region.

Our Guiding Principles

- We act with uncompromising honesty and integrity in everything we do.
- We value everyone's perspective and view the world through a diversity, equity and inclusion lens.
- We encourage thoughtful, creative and inspirational ideas to expand our capabilities and community impact.
- We cultivate trust and collaboration toward common goals.
- We maintain the highest legal and ethical standards in the stewardship of the Foundation's resources and fund.

Together, our vision, mission and values shape our focus, drive our progress and motivate us to turn our aspirations into tangible results for the health-related benefits of Northwestern Ontario.

Factors to Consider

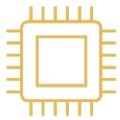
This BNP Goldie Canada document highlights some of the factors that will affect how we manage our fund development activities:



Impact of the Pandemic: The effects of COVID-19 will linger well past the social distancing and isolation phases and shape the way strategic and fund development activities are undertaken.



Donor Expectations: Donors are interested in information about the impact of their contributions and seeking more transparency and accountability.



Technology and Innovation: The out-of-pocket donation model is making room for more robust and innovative ways to give.



Digital Communications: People are connecting on a multitude of social media platforms and so should the charitable sector.



Changing Demographics: The increasing diversity of our communities is changing our outreach and style of communicating.



Increased Competition: Philanthropic organizations are becoming more sophisticated and innovative in reaching new audiences thus increasing competition for charitable dollars.

Our Strategic Plan

Our Focus

The four strategic objectives of our plan are:



Strategic Direction 01: Deepen Community Engagement



Objective

To **deepen community engagement** regarding our fund development efforts on behalf of St. Joseph's Care Group, we will focus on the following tasks:

1. Create a comprehensive outreach and branding strategy to reflect our current focus and enhance our visibility in all communities we serve and inspire engagement and volunteerism.



2. Develop a community engagement strategy to tell our story, promote the board and volunteers as champions and collaborate with St. Joseph's Care Group to become an authentic, passionate voice.

Strategic Direction 02: Strengthen Our Donor Base



Objective

To ensure St. Joseph's Care Group continues to offer compassionate, state-of-the-art healthcare, we will **strengthen our donor base** by focusing on the following tasks:

1. Expand our fundraising capacity through strategic integration of major gift campaigns and fundraising events that highlight the impact of the community's support and generosity.
2. Recalibrate and invest our limited resources in our highest potential projects and with a priority focus on major gifts, planned giving and the development of deeper, longer-term relationships with our corporate and community partners.
3. Cultivate a superior giving experience for donors through stewardship, providing detailed impact assessments, surpassing donor gift expectations, and creating long-term, mutually-beneficial relationships.
4. Create synergy with St. Joseph's Care Group to more effectively leverage and expand outreach and fundraising opportunities.

Strategic Direction 03: Cultivate Organizational Capacity

Objective



To **cultivate our organizational capacity** and maintain a positive workplace and volunteer culture, we will focus on the following tasks:

1. Create a learning organization by nurturing a strategic mindset and strengthening opportunities for professional development.
2. Enhance staff engagement opportunities and encourage meaningful contributions into our strategic thinking.
3. Leverage our leading-edge technology to provide our employees and volunteers with the tools and training required to optimize our capacity to sustain high quality program and service delivery.
4. Recognize and celebrate our progress and accomplishments.



Strategic Direction 04: Strengthen Our Governance



Objective

To ensure strategic, smart and sustainable growth we will **strengthen our governance** by focusing on the following tasks:

1. Update organizational governance including Board policies and procedures, to align with our current structure and potential future framework.
2. Enhance the committee structure and finalize committee membership to meet our evolving organizational focus.
3. Create a Working Group to develop a robust board, committee and volunteer recruitment, orientation and succession plan.
4. Develop a diversity, equity and inclusion policy to expand our perspective and integrate different experiences into our strategic thinking and decision-making.

Tracking and Evaluating Our Progress

Tracking

The Foundation Board of Directors and Foundation personnel will routinely:

- Monitor and update the strategic and operational workplan.
- Collect and evaluate performance data.
- Revise the strategic and operational plans as necessary.

