

# 2022-2027 UHKF STRATEGIC PLAN



## OUR VISION

Exceptional health care made possible for us all by inspired, generous people.

## OUR MISSION

Our Foundation engages and inspires people to make investments essential to the exceptional health care provided by KHSC and Providence Care.

## VALUES TO GUIDE OUR ACTIONS

Exemplary Character | Transparency | Passion for Achievement and Excellence | Meaningful Relationships | Resourcefulness

### STRATEGIC PRIORITY #1



#### EXPLAIN THE COMPLEX CONTEXT

Deepen supporter understanding of the healthcare system and how it works while enhancing UHKF and corporate partner brands within that landscape.

- Clarify how the healthcare and funding systems work, both in hospitals and in communities — the overall picture.
- Leverage momentum from the credibility and appreciation of healthcare value generated by the pandemic.
- Build a base of understanding to enhance the KHSC, Providence Care and foundation brands (e.g. in support of marketing).
- Take the lead, working hand-in-hand with KHSC and Providence Care communications/marketing partners to tell stories, deliver key messages and clarify understanding (e.g. that government funding doesn't cover all costs).

### STRATEGIC PRIORITY #2



#### BROADEN THE BASE OF SUPPORT

Connect with and inspire distinct groups of new and current donors to expand UHKF fundraising potential.

- Cultivate donors to give to their full capacity (more, or if they haven't).
- Activate the advancement role of physicians, nurses and other staff.
- Prepare for the next generation of donors.
- Leverage the relationship with Queen's to pursue opportunities of complementary or common interest (e.g. research and equipment).
- Broaden the case for support to appeal to thematic/specialized interests and to reach beyond the local geographic community.
- Enhance stewardship of donor funds to ensure they are expended in a timely manner for identified healthcare partner priorities and report back to donors.

### STRATEGIC PRIORITY #3



#### WORK IN SEAMLESS PARTNERSHIP

Refresh the evolving collaborative partnership of UHKF, KHSC and Providence Care for top performance in a dynamic environment.

- Develop a restructured, more integrated marketing approach involving appropriate staff from the Foundation and both healthcare providers.
- Expand and engage the volunteer base and UHKF's staff as necessary to keep pace with growth of fundraising and marketing operations.
- Maintain a strong, stable UHKF team supported with long-term plans for recruitment/retention, professional development and succession.
- Develop a strategic framework to enhance working relationships and coordination with Queen's to capitalize on potential shared opportunities if and as they arise.