

Jackson Health Foundation Strategic Plan FY 2023-2026

I. Introduction

In 1991 Jackson Memorial Hospital Foundation (changed to Jackson Health Foundation in 2014) was established to raise financial resources to assist Jackson Memorial Hospital in its mission to meet the healthcare needs of the residents of Miami-Dade County and support its programs and services.

Jackson Health System (JHS) has grown from a hospital to a comprehensive healthcare organization, regarded for its highly-trained physicians and cutting edge care. JHS is a vital part of the South Florida community providing state of the art compassionate care to people from all walks of life. Jackson is a nonprofit academic medical system with the mission of ensuring that all residents of Miami Dade County receive a single high standard of care regardless of their ability to pay. Today, JHS consist of seven hospitals and five urgent care centers.

To help ensure the future growth of Jackson Health System and the patients and families it serves, Jackson Health Foundation is charged with developing sources of philanthropic funding.

II. Objective

The strategic plan outlined below sees to define the priorities necessary for the acquisition of increasing philanthropic resources that support Jackson Health System's mission.

Related objectives include:

- To review Foundation strengths, weakness, opportunities, and threats
- To analyze the philanthropic environment in which the Foundation operates
- To identify and respond to philanthropic trends that may impact success

III. SWOT Analysis

Jackson Health Foundation staff and management conducted a SWOT analysis, which is an initial strategic planning tool used to evaluate the SWOT involved with the Foundation at this present time. The SWOT analysis provided a basis in identifying the internal and external factors that are favorable or unfavorable toward achieving Foundation goals and ensuring the Foundation's long term viability.

A. Strengths

- JHS recognized as the healthcare leader in surrounding community
- Partnership with UM/Uhealth
- JHF Medical and administrative staff highly regarded and respected
- Foundation has a dedicated donor base that has raised more than \$200 million since inception
- Foundation has strong leadership and dedicated staff

B. Weaknesses

- Branding (internal and external)
- Support through grateful patients
- JHS physician and leadership giving
- 40% of patient population are Medicaid recipients
- Financial perception of tax dollars support
- Board make-up (not diverse enough in industry or "C" level)
- JHF not being fully integrated into JHS
- Size/tenure of fundraising team

C. Opportunities

- Increased pipeline due to COVID-19 efforts
- Recent expansion of JHS facilities, programs and services
- Aging donor base (planned gifts)
- Recent fundraising successes (annual and major giving)
- Miami's new position within the tech and financial industries

D. Threats

- Current economic state and uncertainty of post pandemic world
- Uhealth capital campaign
- Competition within the healthcare space
- Increasing healthcare costs
- Need to secure unrestricted gifts to fund foundation operations
- Anticipated changes in leadership at JHS

IV. Philanthropic Environment

As current trends in the hospital industry elevate expectations of fundraising, we must all understand that the old paradigm for hospital philanthropy passively collecting contributions at the donor's initiative is inadequate. The development effort must be purposeful, more strategic, and more focused.

The COVID-19 pandemic caused a great deal of turmoil within the philanthropic environment, healthcare systems were not spared although they fared better than other non- profits. The Association of Healthcare Philanthropy reports in their annual 'Report on Giving 2020" a decline of about \$1.6 million in recorded revenue from the prior year in healthcare philanthropy. Healthcare systems saw a larger dip of about \$3 million. Major gifts continued to show as the leading type of revenue followed by gifts from foundations and planned gifts. Special event fundraising accounted for 3% to 5% of revenue.

Healthcare institutions that invest in philanthropy continue to see an ROI of an average of \$3.00 for every \$1.00 spent. The largest investment is in compensation for fundraising FTE's. Net Fundraising Returns (NFR) per direct fundraising FTE showed a median of \$769,000 with an average of 9 to 12 direct fundraising FTE's per institution.

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Mission Statement

Through the generosity of compassionate donors, the Foundation helps to fill the gaps of major capital projects and programmatic needs that are not financed by public bond support.

Vision

To provide Jackson Health System with the support and resources to excel as a world-class academic medical system.

Key Priorities: Where we must act to achieve vision

#1

Support JHF's mission and vision through philanthropy

#2

Establish, Build and Grow Relationships

#3

Communicate effectively and efficiently with donors and prospects

Goals: What we must accomplish to achieve vision (must be measurable)

Fund and Program Growth

Achieve philanthropic commitments in 2023-2026 of \$30M - \$35M

Governance and Stewardship

Work with board members and JHS leadership to build donor loyalty and support

Communications and Brand

Align all foundation messages and behavior with vision of philanthropy

Strategies: How to achieve goals

- 1.1 Achieve commitments of \$30M—\$35M
- 1.2 Develop culture of philanthropy at JHS
- 1.3 Deepen prospect pipeline
- 1.4 Increase annual, major and planned gifts
- 1.5 Assure growth and training opportunities for staff
- 1.6 Increase unrestricted gifts sufficient to remove admin fee from restricted gifts

- 2.1 Align funding priorities with JHS priorities
- 2.2 Educate and provide resources to board members and JHS senior leaders
- 2.3 Implement patient experience programs to provide greater levels of support from benefactors and potential donors
- 2.4 Work with board leadership to increase "C" level and tech/capital industry membership
- 2.5 Achieve system approach to donor recognition

- 3.1 Develop clear and consistent messaging
- 3.2 Clearly define the impact of giving
- 3.3 Integrate within each service line/facility to enhance the distribution of gifts from grateful patients and the community.