Hospital Foundation Fund Raising
“Best Practices” Evaluation

A collaborative audit of three major hospitals in Kansas City in 2001 revealed the following ‘best practices’ for successful foundation/fund raising programs. Whether you have an established fund raising program, or interested in launching one, you will find these ‘best practices’ useful.

On a scale of 1 to 5, with 5 being the highest rating, rate your fund raising efforts using the following ‘best practices’:

1 Managing Relations with Hospital Administration
   - Fund raising priorities emerge from hospital strategic planning.
   - Communication efforts are coordinated between the Hospital and Foundation.
   - Hospital and fund raising databases are integrated.
   - Investment policies of hospital and foundation work together.

2 Developing the Case for Support
   - A written case statement is prepared for each fund raising project.
   - Volunteer input is utilized in formulating case.
   - A solid case exists for unrestricted income.

3 Prospect Research
   - One person is assigned primary responsibility for prospect research.
   - Summaries of donor contacts are inputted into donor records as they occur.
   - Rating sessions are conducted with volunteers to obtain prospect information.
   - The resources provided by the Internet for prospect research are understood and utilized.
   - Data screening services are explored to provide basic demographic information on prospects.
   - Other research sources are utilized.

4 Identification and Solicitation of Grateful Patients/Families
   - Grateful patient/family solicitation complies with HIPAA requirements.
   - There is a systemized approach to identification of prospects that includes the following:
     - Review of admitting cards (in compliance with HIPAA requirements)
     - Visits of Patients/donors in the hospital
     - Direct mail
     - Physician referral
     - Nurse referral
   - There is a systemized approach to cultivation activities for prospects that includes the following:
     - Tours
     - Social and informative gatherings
     - Educational events on health topics
   - Solicitations include giving opportunities to “honor” favorite physicians and nurses
   - Solicitations include giving opportunities to “memorialize” loved ones (both deceased and living)
5 Solicitation of Physicians
- Fund raising is directed to specific areas that appeal to physician self interests (ex., individual departmental needs, medical education and research, etc.)
- Qualifying physicians as prospects include the following groups:
  - Physicians as they come on staff
  - Existing primary staff physicians
  - Retired physicians with a history with the hospital
- There are ongoing cultivation activities for physician prospects
- Physicians are involved on the Board, in committees and other volunteer activities
- Life insurance is considered as a giving tool.

6 Solicitation of Hospital Employees
- An employee giving drive is conducted annually
- An employee giving committee is formed from different departments
- Payroll deduction is used as the primary avenue for giving.
- Different giving options are provided that appeal to employee interests
- Employee giving uses premiums such as t-shirts etc. to encourage participation
- Solicitation makes use of employee events to highlight giving opportunities
- New employees are educated about the Foundation at employee orientation.
- Employees are recognized by listing annual donors on a board in the hospital and through other recognition
- Other systemized cultivation activities exist for employees.

7 Annual Campaigns
- A strong mail program for new donor acquisition is in place.
  - Grateful patients are solicited regularly
  - List rental is considered
  - Segmented mailings are sent out regularly to qualified prospects.
- An annual calendar and timeline is used to coordinate solicitation activity.
- A “top forty” prospect list is used for moves management and solicitation purposes.

8 Corporate/Foundation
- A systemized approach is used to research corporate/foundation prospects.
- Sponsorships of events are used to garner corporate support
- CEO’s are involved on the Board and other leadership roles
- “Behind the scenes” and “shadow the doctor” are used to cultivate CEO’s and funder representatives
- Reports back to funders on use of funding are regular and timely.
- Volunteer linkages are used when appropriate to support grant requests.

9 Planned Giving
- A systemized approach is in place to identify and solicit planned giving prospects.
- A planned gift committee is in place and active
- Planned giving brochures and other materials are being used effectively.
- A variety of planned gift vehicles are marketed with an emphasis on bequests.
- Marketing efforts include the following:
  - One on one visits
Targeted mailings with follow up
- Regular articles and messages in ongoing organizational publications and on reply envelopes etc.
- Seminars
- Referrals from allied professionals
- Planned gifts goals are set and reviewed annually.

10 Capital Campaign
- Capital campaigns are conducted at least every five years.
- The case for the campaign is built from hospital strategic planning
- The case for the campaign is also based upon donor interests.
- Board and other volunteer involvement is sought early in the campaign planning process
- Strong campaign leadership is enlisted.
- The campaign goal is a “stretch” but doable.

11 Donor Recognition & Acknowledgment
- There are written procedures for acknowledging all gifts.
- Plans and procedures call for appreciation to be expressed in a manner appropriate to the size of the gift.
- Gifts are acknowledged within 48 hours of receipt.
- Appreciation for gifts is expressed in the most personalized manner possible.
- Recognition includes the following:
  - Letters from board and other volunteers
  - Letters from donor physicians
  - Articles and listings in written publications
  - Telephones calls for gifts over a certain amount (ex., $500)
  - Small group appreciation lunches
  - Follow up reports on use of contributions
  - Tours to show the results of generosity
  - Plaques
  - Other

12 Data Base Management
- Dedicated fund raising database software has been installed
- A data management policy is in place to establish consistent policies for entering and managing data
- An employee is in place who is a competent specialist in data management
- Training opportunities exist for updating skills as new software is introduced

13 Endowment Investments
- Investment policies are in place.
- An appropriate board committee oversees investments.
- Periodic reports are made by investment managers.
- A written disbursement policy is in place.
SUMMARY

We hope that this checklist on how to evaluate these fund raising “best practices” has been helpful. These insights provide a starting point for hospitals seeking to improve their foundation/fund raising programs. For those hospitals interested in further information, a good place to start is the website for the Association of Healthcare Philanthropy (ahp.org).

1 These “Best Practices” for hospital fund raising are the result of a collaborative fund raising study conducted by the development programs for three hospitals in Kansas City, Missouri (August through November 2001). The three hospitals participating in the study were Children's Mercy Hospital, Saint Luke's Hospital of Kansas City, and Truman Medical Center. William J. Moran served as facilitator.