

## GRATEFUL BUT NOT WEALTHY?

### FUNDRAISING STRATEGY FOR POOR COMMUNITIES



FIA CONFERENCE 2011  
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## *LEARNING OBJECTIVES*

How to:

- Identify and target opportunities
- Image build for fundraising
- Set proper expectations
- Grow volunteers to find wealth and influence
- Leverage the organization's relationships



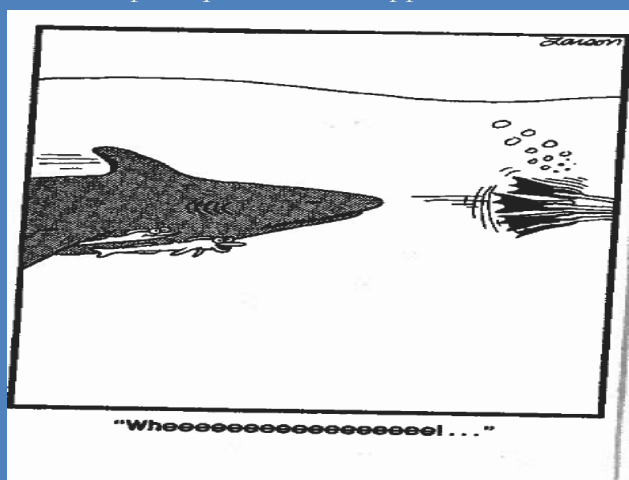
*Swimming pools, movie stars?*





## *Plan Ahead*

1. Target individual prospects and supporters
2. Develop unique Case for Support



## *Volunteer Leadership*

### Starting Point

- Internal Leadership
- Small geographic radius
- Insular
- Isolated
- Not wealthy/Not Connected to wealth

### Goals

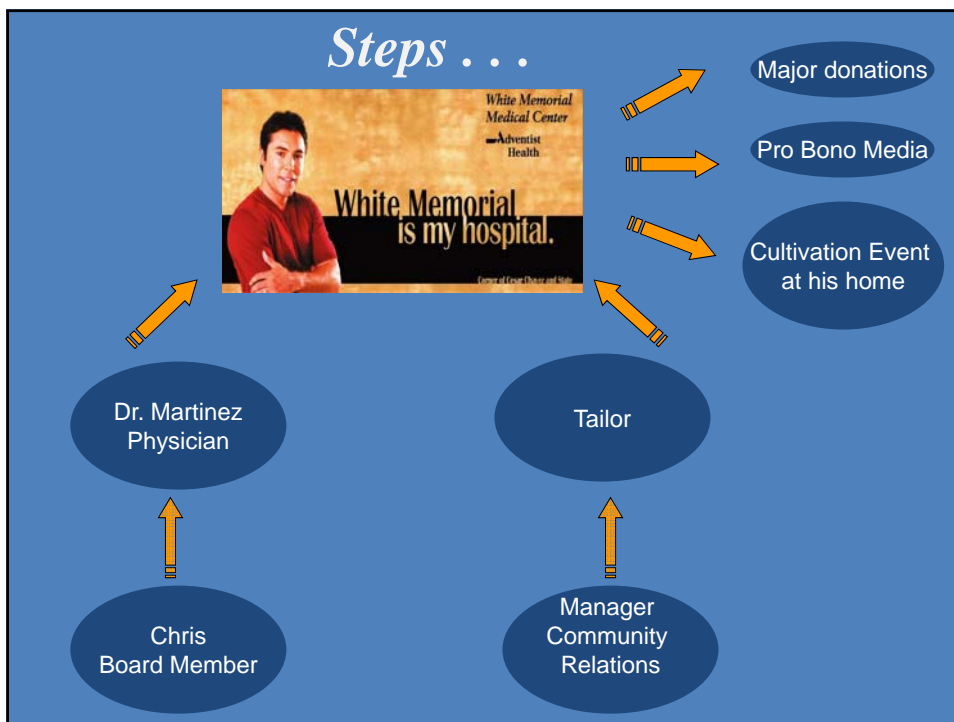
- External Leadership
- Larger geographic radius
- Collaborative
- Networked
- Wealthy and/or Connected to wealth



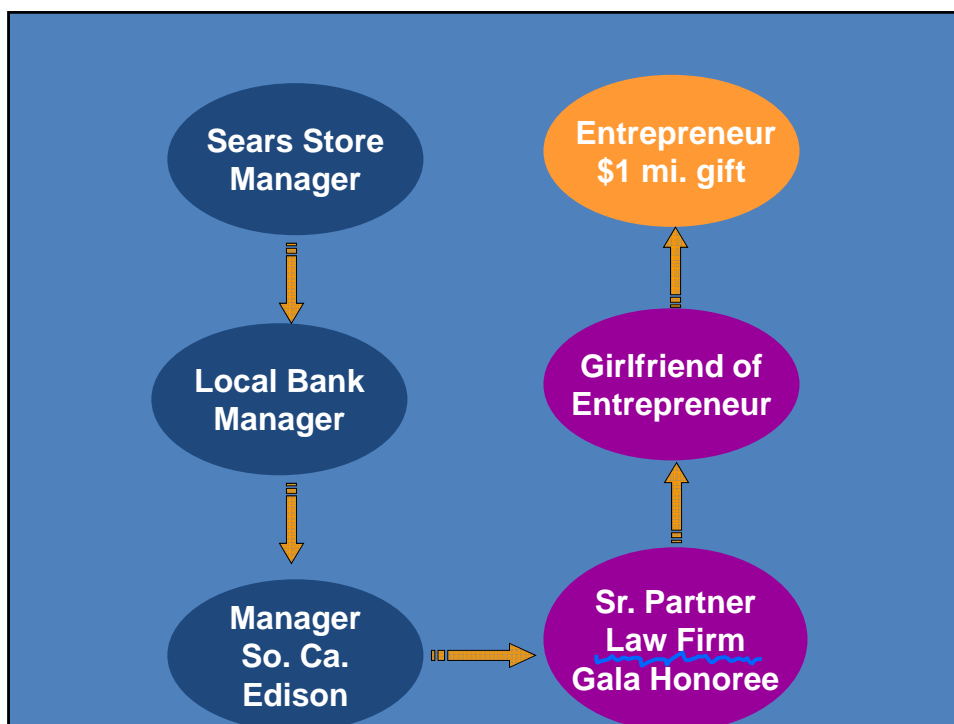
- *Question*

–How do you involve these people?









## *Board Member/Volunteer Prospecting*

- Identify Targets Up-Front
- Major Spheres of Influence
- Affiliations
- Location
- Tip: Create a matrix
- Don't forget: You will need Board Development Committee (for mentorship/setting expectations/ensuring accountability)





Brilliant!

**John Allen FFIA**

## *Strategies to Targeted Prospects*

1. One-on-one introduction meetings
2. Awards
3. Cultivation Events
  - Homes
  - Institution
  - Restaurants
  - Private dinners (sold at Gala)
  - Lunch and tour with CEO/Board members
4. Speakers Series – Affiliating ourselves with respected leaders



MEASUREMENT OF A BOARD MEMBER				
Attends 100% of meetings	Attends 80% of meetings	Attends 50% of meetings	Attends 30% of meetings	Attends an occasional meeting
Contributes generously	Contributes fairly generously	Contributes	Doesn't contribute	
Raises three times goal	Raises goal	Never meets goal	Doesn't campaign	
Willing to serve as chairman	Willing to serve as committee chairman	Committee member only	Won't serve on a committee	
<u>QUALITY</u> Leaps tall buildings with a single bound	Must take a running start to leap over tall building	Can only leap over short building or medium building with no spires	Crashes into building when attempting to jump over them	Can't recognize buildings at all much less jump
<u>TIMELINESS</u> Is faster than a speeding bullet	Is as fast as a speeding bullet	Not quite so fast as a speeding bullet	Would you believe a slow bullet?	Wounds self with bullet when attempting to shoot
<u>INITIATIVE</u> Is stronger than a locomotive	Is stronger than a bull	Is stronger than a bull	Shoots the bull	Smells like a bull
<u>ADAPTABILITY</u> Walks on water consistently	Walks on water in emergencies	Washes with water	Drinks water	Passes water in emergencies
<u>COMMUNICATION</u> Talks with God	Talks with Angels	Talks to himself	Argues with himself	Loses these arguments

-Provided by the Hollywood Wilshire YMCA, Los Angeles

## *Steps . . . .*

Step 1. How do you put a giraffe in the refrigerator?

*Steps . . . .*

Step 1. Open the refrigerator, put the giraffe in, and close the door.

*Steps . . . .*

Step 2. How do you put an elephant in the refrigerator?

*Steps . . . .*

Step 2. Open the refrigerator, take out the giraffe, put the elephant in, and close the door.

*Steps . . . .*

Step 3. The Lion King is hosting an animal conference. All the animals attend except one. Which animal?

*Steps . . . .*

Step 3. The elephant. The elephant is in the refrigerator.

*Steps . . . .*

Step 4. There is a river you must cross. But the river is known to have been inhabited by crocodiles. How do you manage to cross it?

## *Steps . . . .*

Step 4. You swim across. All of the crocodiles are attending the animal conference.

## Jim Collin's Good to Great Hedgehog:



1. What are you and your organization deeply passionate about?
2. What can you (and your organization) be the best at?
3. What drives your organization's economic engine?
4. What makes your institution unique?

## *Transformational Philanthropy*

<u>Transactional</u>	<u>Transitional</u>	<u>Transformational</u>
Giving	Naming	Changing
Ask & Give	Give & Name	Partner & Change
Acquaintances	Friends	Soul Mates

### *Development Old Model*

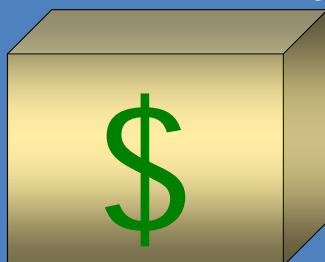
*Process: Institution identifies needs.*

*Action: Development officer finds funding.*

### *Strategic Philanthropy New Model*

*Process: Development officer identifies where the money is.*

*Action: Development officer and institution creatively develop a suitable program to benefit both institution and donor and involving partners as needed.*



## *Leveraging My Community/Donor Interests*

1. Workforce Development
2. Access to health services
3. Child Care
4. Diabetes
5. Gang Violence

How does this tie to a hospital?

### *1) Jobs/Workforce Development*

Hospital's Problem: Not Enough R.N.'s. Hiring expensive temporary nurses. Low patient satisfaction (lack of Spanish speaking nurses).

Development Solution:

- Partnered with school and local corporation to secure \$1 million. Trained/hired 50 R.N.'s
- Bill boards and TV spots – \$2.7 million GIK
- Bank of America donated \$1.5 mi. to secure new hires from community plus train leaders

## *Changing Lives In Our Community*



**Norma Collie**

Norma was a single mom of three children when she decided to return to school and pursue nursing. While in school, she worked the graveyard shift for the Coca Cola Bottling Company for over 10 years. This allowed her to go to school and take care of her children during the day. Norma is currently working in the Emergency Room.

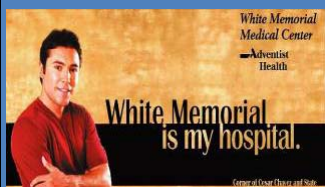
## *2) Access to Services*



Hospital's problem: Increasing indigent burden. Unhappy doctors with missed/late appointments due to no transportation.

Development Solution:

- Free Transportation Vans
- Staffed Information center (to identify resources for indigent)



Added value for CEO: High profile Celebrity Oscar de la Hoya plus \$3.5 pro bono advertising campaign



### *3) Child Care*

Hospital's Problem: Aging nurses, so need to recruit more young nurses; young nurses not willing to work 12 hour shifts or leave babies at home.

Development Solution:

- Build and manage certified child care center with local partner, MAOF
- ½ Employee Kids + ½ Community Kids = \$ 1 mi. donation

Added Benefits:

- RN's come back to work sooner.
- Recruitment Tool for young nurses

### *4) Diabetes*

Hospital's Problem: Significant diabetes increase in population leading to inpatient complications and increased lengths of stays by indigent/low-pay patients.

Development Solution: Create Diabetes Center.

Added value: Screenings secure Ambassador, Mayor, and Congresswoman plus Media coverage.



*A Successful Matrix*

Great development professionals  
create strategic and  
 transformational opportunities  
 for major donors and leadership  
 opportunities for their  
 organization

## *LEARNING OBJECTIVES*

1. How to identify and target opportunities
2. How to image build for fundraising
3. Setting proper expectations
4. How to grow volunteers to find wealth and influence
5. Learn how to leverage the organization's relationships

*Help is available!*



Advancing and Developing the Health Care Development Profession

Association for Healthcare Philanthropy

[www.ahp.org](http://www.ahp.org)

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