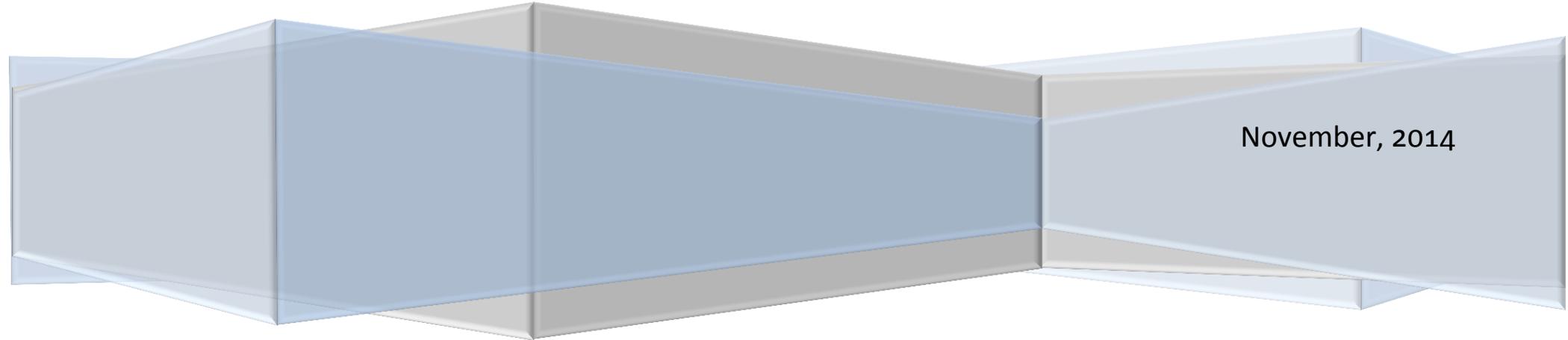


**SQUAMISH HOSPITAL FOUNDATION**

# **STRATEGIC ACTION PLAN**

**2015 - 2020**



November, 2014

## OUR ROLE:

Donor support for the Squamish Hospital helps provide patients with the best patient and family centered care possible right in our own community . . . here, when you need it.

The Squamish Hospital Foundation raises funds for excellence in local health care.

As the official fundraising body for the Squamish Hospital, all money raised by the Squamish Hospital Foundation is re-invested in the hospital and patient health needs in this region.

Through the generosity of our donors we are able to provide funding for health programs, specialized equipment, capital projects and education.

The Squamish Hospital Foundation is honoured to work with the dedicated team of caring professionals at our hospital and even prouder to be part of a community that shares in the vision of a healthier future for all its residents.

## OUR HISTORY:

The Squamish Hospital first opened in 1952 with the help of a significant community fundraising effort. A new facility was built in 1988 giving the Howe Sound Corridor of Squamish-Lillooet Regional district an 86 bed primary care facility. A complementary intermediate care facility (Hilltop House) was opened in 1984 to offer long term care primarily to the elderly people in the Sea to Sky corridor. Again community fundraising was essential to completing the new centre.

At that time the hospital was operated by the Squamish Health Care Society managed by a Board of Directors. The hospital was funded primarily through annual grants from the Ministry of Health of the Province of British Columbia.

By 1995, significant changes were occurring in the health care field. Changes such as reduced capital funding, aging equipment, growing and aging populations, and medical and technological advances were making it difficult for the Board to meet its aspirations for high quality services to the residents of Squamish and district. The provincial government had made it clear that there would be reductions in capital and operating expenditures.

Under the leadership of Dr. Laverne Kindree the Squamish Hospital Foundation was incorporated in 1995 as the official fundraising body for the Squamish Hospital and its affiliated Hilltop House. Through the generosity of donors the Foundation has raised more than \$1.5 million to improve health care in the community and the wider Sea to Sky region. Dr. Kindree's participation on the Board of the Foundation ensured that the generosity of donors was matched to the projects, equipment and programs that make the greatest contribution to local quality care of patients.

Changes have continued in health care since the inception of the Foundation. Governance and management of the Squamish health care facilities is now led by the Vancouver Coastal Health Authority. Of almost equal importance the passing of Dr. Kindree in 2006 marked the loss of a key link between the Foundation and its health care partners.

While changes have occurred over the years, local health care professionals and the Board of the Foundation remain dedicated to providing the finest possible health care for our community.

Together we remain committed to the ongoing evolution of the Squamish Hospital – a complete care facility that offers medical, surgical and diagnostic services close to home.

## LOOKING FORWARD:

In 2020 the Squamish Hospital Foundation will:

- Be a key partner in making the Squamish Hospital a state of the art care facility where residents can have their medical needs addressed locally
- Be providing the necessary link between the generosity of Squamish donors and the medical care system in our region. Funds are going towards the specialized equipment, programs, and facility enhancements that keep Squamish in the forefront of healthcare

In 2020 the investments of the Foundation have helped attract the medical and professional staff that ensures quality care close to home. Very few patients are referred out of our region thanks to the expertise, equipment and facilities we have right here in Squamish.

## GETTING TO OUR 2020 VISION:

The Board of the Squamish Hospital Foundation is committed to focusing its efforts in four key areas to ensure that we succeed in our role and aspirations for the future.

The first two focus areas relate to the success of the Foundation in linking the needs of the local medical system with the personal investment needs of our local donors.

The third and fourth focus areas relate to the development of the Foundation's organizational capacity and financial stability as it strives to achieve its goals.

### FOCUS AREA ONE

#### **ENHANCING OUR RELATIONSHIPS WITH KEY PARTNERS IN THE REGIONAL HEALTHCARE DELIVERY SYSTEM**

The Board will strive to establish and maintain clear communications and dialogue with its many partners in the healthcare system including local health care professionals, the Vancouver Coastal Health Authority, the Ministry of Health, local government, and other boards and foundations in our region. The Board seeks to fulfill the role of communicating our local aspirations as expressed by our donor base with those who provide the services. The Board will also seek to understand and communicate the needs and aspirations of our healthcare partners with our donors.

## **FOCUS AREA TWO**

### **RECOGNIZING THE IMPORTANCE OF OUR ONGOING RELATIONSHIP WITH OUR DONORS**

The Board will strive to continue to build the confidence of our donors and prospective donors. Trust in the cornerstone of our ability to raise funds as a foundation. The Board is committed to:

- Financial accountability and reporting to our donors
- Connecting donors with the impacts of their donations
- Developing fund raising programs that engage our donors and prospective donors

## **FOCUS AREA THREE**

### **ESTABLISH LONG TERM STRATEGIES FOR THE FINANCIAL STABILITY OF THE FOUNDATION**

The Board will establish a financial portfolio that matches the investment in healthcare assets with the capacity of our donor contributions. A five year balanced fundraising plan that includes a clear mix of both major and minor investment projects is a key undertaking of this focus area.

## **FOCUS AREA FOUR**

### **INCREASING ORGANIZATIONAL CAPACITY**

The Board recognizes the need to expand the human resource capacity of the Foundation to achieve the goals of this strategic plan. This will likely be a combination of an expanded volunteer program that assists with the delivery of the Foundations fund raising efforts. Partnerships with local organizations like the Rotary must be maintained and enhanced. Additionally, the role of the staff will likely need to expand if the Board is to focus on the future, building relationships and financial stewardship.