



Vancouver Coastal Health  
**Squamish General Hospital**



**Squamish Hospital Foundation**

# **Squamish Hospital Foundation**

## 2021-2026 Strategic Plan

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## Executive Summary

The Squamish Hospital Foundation is deeply committed to its vision of ensuring the Sea to Sky community has access locally to high-quality, comprehensive healthcare. The Foundation has been in existence since 1995 and has worked tirelessly towards this vision, constantly evolving to meet community needs. As our community continues to grow and change, it is imperative that the Foundation shift along with it. This bold 5-year strategic plan lays out the comprehensive plan for the Foundation to adapt to meet the needs of our community.

This strategic plan builds off of successful implementation of the 2015-2020 plan, and includes updated measures to increase our contribution to the healthcare community in the region. Through this plan we have refreshed our vision and mission, and have landed on operational statements to more effectively outline our contribution as a Foundation.

We are eager to continue building relationships with community members, healthcare partners, and donors who share a passion for improving the healthcare in our region, and we are committed to inspiring community support to advance the quality of local health services.

We have identified 6 overarching goals to prioritize over the coming five years:

- **Strategic Fundraising:** Raise funds to meet immediate and long-term community health care needs.
- **Fund Allocation:** Channel funds raised to meet the most vital community health needs in a timely and thoughtful manner.
- **Donor Stewardship:** Recognize the vital contribution of donors and support pride and recommitment among them.
- **Relationship Building:** Strengthen partnerships with key stakeholders in order to understand needs and streamline funding allocation.
- **Community Engagement:** Strengthen the relationship with the community through awareness building and engagement.
- **Organizational Capacity:** Build and strengthen organizational capacity for the Foundation.

We will work hard to align our activities with these goals and to report on our progress towards achieving this strategic plan.

# Opening Messages

## Message from the Board

As the principal fundraising partner for public health care in Squamish, the Board of the Squamish Hospital Foundation works hard to assist Vancouver Coastal Health in providing high quality healthcare to the people of Squamish and the Sea to Sky corridor. Covid-19 has changed so much in our everyday lives, but it has been a strong reminder of the fundamental role our public health facilities play in our community. The past year has required a shift in the Foundation's governance and fundraising models, but has presented an opportunity to redirect our energy and focus on the path that the Foundation will take in the coming years. We have spent many hours working on this 5 year Strategic Plan to ensure we continue moving forward in a direction that reflects the mission and vision of the Foundation. The Squamish Hospital Foundation is committed to supporting public health facilities and services in Squamish and the Sea to Sky Corridor through working alongside our partners and donors. Thank you to our Community for your continued support, we look forward to working with you for many years to come.

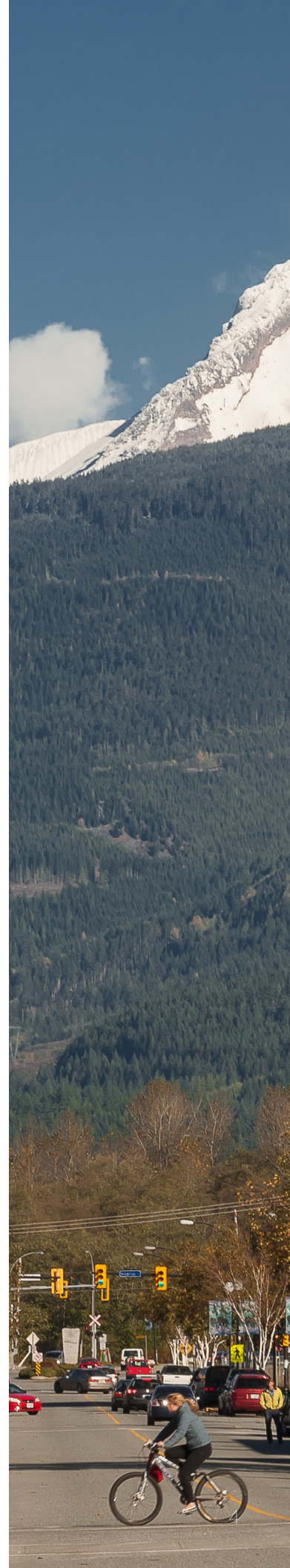
Karen Vanzella, President  
Squamish Hospital Foundation

## Message from Vancouver Coastal Health

Vancouver Coastal Health (VCH) is exceedingly grateful to the Squamish Hospital Foundation for its significant and generous support. Sea to Sky residents and visitors needing care, and our staff and physicians, have benefitted immensely from the Foundation's contributions to Squamish General Hospital, Hilltop House long-term care home, the Whistler Blackcomb Sea to Sky Community Hospice, and to our community and family health teams.

This five-year strategic plan builds on the Foundation's enormous success over the past five years and will help VCH continue to enhance and expand supports and services, and deliver exceptional care to people in the Sea to Sky corridor. Thank you to everyone in the community who supports the critically important work of the Squamish Hospital Foundation. You truly make a difference and we are extremely grateful.

Sean Parr, Interim Vice-President  
Coastal Community of Care, Vancouver Coastal Health





## Message from the Community

Our community is built by so many dedicated volunteer organizations whose efforts improve the quality of life and well-being of Squamish citizens.

As a critical hub for healthcare access within the Squamish Lillooet Regional District, it is imperative that Squamish General Hospital has the ability to provide the up-to-date diagnostics and care that our residents expect and deserve.

Foundations, such as the Squamish Hospital Foundation, undertake this important work, to close the gaps through their fundraising and partnership development, and ensure the needs of the Sea to Sky community are met.

I am grateful for the ongoing commitment and efforts of the Squamish Hospital Foundation and I look forward to seeing the outcomes of this strategic plan, and the benefits that will result for community members across our region.

Karen Elliot, Mayor  
District of Squamish


# Our Vision, Mission, and Mandate

## Vision

The Sea to Sky community has access to local, high-quality, comprehensive healthcare.

## Mission

Inspire community support to advance the quality of local health services.



YOUR **COMMUNITY.** YOUR **HEALTH.**  
BE PART OF IT.

## Mandate

As an organization we:

- Seek out funding to support hospital and public health needs.
- Advocate for improvement and advancement of healthcare in this community.
- Assess and communicate community healthcare needs.
- Steward funds raised to meet immediate and long-term community health care needs.
- Educate and inform our donors on our work and the healthcare services available to them.
- Build and strengthen relationships in the healthcare ecosystem.

# History

The Squamish Hospital first opened in 1952 to serve the growing needs of the Howe Sound corridor. A new facility was built in 1988 increasing the capacity. In 1984, Hilltop House was opened as an intermediate and long term care facility to complement the acute care services provided by Squamish General Hospital. Community fundraising was essential to the completion of each of these facilities.

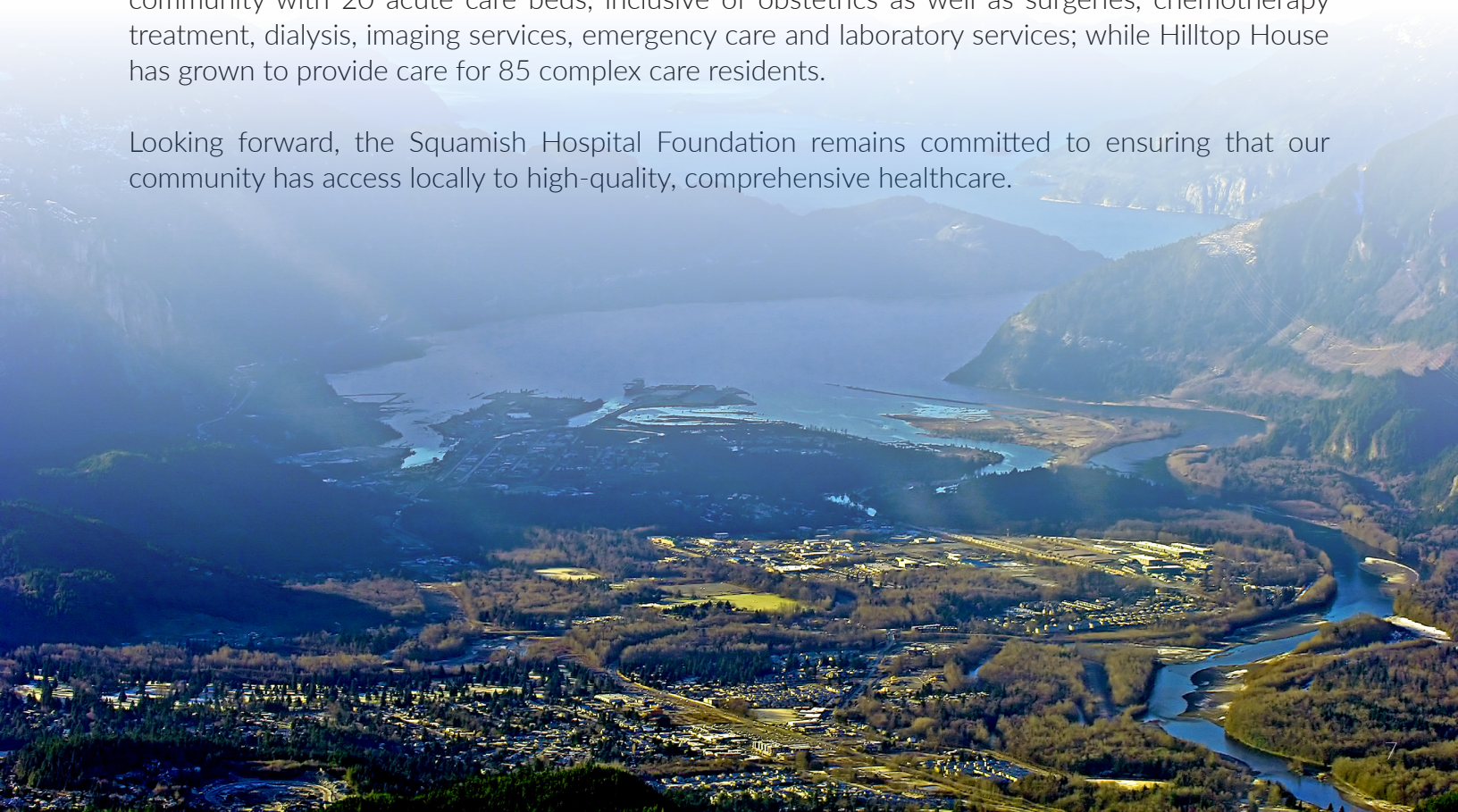
By 1995, significant changes were occurring in the healthcare field. Provincial support for capital funding was dwindling, equipment was aging and the population served by the Hospital was changing.

Under the leadership of Dr. Laverne Kindree, the Squamish Hospital Foundation was incorporated in 1995 as the official fundraising body for the Squamish General Hospital and its affiliated Hilltop House. Through the generosity of donors, the Foundation has raised more than \$2.5 million to improve healthcare in the community and the wider Sea to Sky region.

Changes have continued in healthcare and the community since the inception of the Foundation. Governance and management of the Squamish public healthcare facilities is now led by Vancouver Coastal Health Authority; the population of the corridor has increased by over 10,000 people since 1995; and the industries at the core of the community have changed.

While the changes have been significant, local healthcare professionals and the Squamish Hospital Foundation remain dedicated to the ongoing evolution of the Squamish General Hospital, Hilltop House and other public healthcare services in the community. Our hospital now serves the community with 20 acute care beds, inclusive of obstetrics as well as surgeries, chemotherapy treatment, dialysis, imaging services, emergency care and laboratory services; while Hilltop House has grown to provide care for 85 complex care residents.

Looking forward, the Squamish Hospital Foundation remains committed to ensuring that our community has access locally to high-quality, comprehensive healthcare.



# Developing the Plan

## 5 Years in Review

In our last strategic plan (2015-2020) we outlined the following definition of success for 2020:

- 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.
- Provide the link between the generosity of donors and the medical care system in our region. Funds are going towards the specialized equipment, programs, and facility enhancements that keep Squamish at the forefront of healthcare.

We also identified the following 4 focus areas:

1. Enhancing our relationships with key partners in the regional healthcare delivery system
2. Recognizing the importance of our ongoing relationship with our donors
3. Establish long term strategies for the financial stability of the foundation
4. Increasing organizational capacity

While elements of this vision and focus areas will require ongoing efforts, we are proud to report the following advancements towards this vision for 2020:

- Increased organizational capacity including policies and procedures at the board level
- Board expansion
- Increased engagement with the health authority for the region
- Increased staff capacity
- Strong donor recognition and appreciation
- Innovation in our fundraising efforts to respond to the covid-19 pandemic



## Engagement Process

In order to develop this plan, we engaged in a thorough process as a board to identify needs and contributions we could make as a foundation. Donors, community members, and key stakeholders in the healthcare ecosystem will continue to be engaged as we work towards the successful implementation of this strategic plan.



# Our 5-Year Strategic Goals and Objectives

Six goals were identified as top priorities to focus on. These goals are intended to remain consistent over the next 5 years to ensure continuity. These goals will however remain flexible to adapt to changes or emerging trends in the community.

The following are the Goals and Objectives for the 2021-2026 Strategic Plan:

**Strategic Fundraising**

Raise funds to meet immediate and long-term community health care needs.

**Organizational Capacity**

Build and strengthen organizational capacity for the Foundation.

**Community Engagement**

Strengthen the relationship with the community through awareness building and engagement.

**Relationship Building**

Strengthen partnerships with key stakeholders in order to understand needs and streamline funding allocation.

**Fund Allocation**

Channel funds raised to meet the most vital community health needs in a timely and thoughtful manner.

**Donor Stewardship**

Recognize the vital contribution of donors and support pride and recommitment among them.



# Goal 1: Strategic Fundraising

Raise funds to meet immediate and long-term community health care needs.

We will do this by:

- Seeking donations from community members and community partners.
- Diversifying our donor pool and engaging and re-engaging donors.
- Seeking out grants to support operational funding needs for the Foundation.
- Developing a comprehensive strategy to engage the next generation of new donors.
- Developing an annual fundraising strategy including new forms of fundraising.

Success looks like:

- Increased funding to address the healthcare needs of the community.
- Stable, consistent funding stream to meet healthcare needs.
- Maximizing our dollars earned vs. dollars spent.
- Engaging new donors and diversifying our donor pool.



## Goal 2: Fund Allocation

Channel funds raised to meet the most vital community health needs in a timely and thoughtful manner.

We will do this by:

- Identifying healthcare needs and communicating these to health service providers.
- Building clear lines of communication with health services to stay informed of needs to help inform our capital plan and fundraising strategies.
- Creating clear and simple tools to assess funding requests coming from the health authority and other partner organizations.
- Building strong trusting relationships with donors to support the rapid turnaround of unrestricted funds to apply to vital health needs.
- Supporting community members to engage in needs assessment around the allocation of funds.

Success looks like:

- Being able to meet all value-aligned funding requests from the health authority and other partner organizations that will support high-quality, comprehensive healthcare.
- Up to date knowledge of health needs in the community.



# Goal 3: Donor Stewardship

Recognize the vital contribution of donors and support pride and recommitment among them.

We will do this by:

- Educating and keeping our donors up to date on our work.
- Hosting donor appreciation events to recognize their contributions.
- Building personal relationships with donors.
- Being transparent on the allocation of funds.
- Gathering data about donor retention.

Success looks like:

- Donor retention is strong and donors recommit annually.
- Retaining donor trust.
- Donors understand the impact they are able to have through their contributions.
- Increase in unrestricted funding and ability to be responsive to funding needs.



# Goal 4: Relationship Building

Strengthen partnerships with key stakeholders in order to understand needs and streamline funding allocation.

We will do this by:

- Acting as ambassadors for our community's healthcare needs.
- Building relationships with the Skwxwú7mesh and Liłwat7úl Nations and other local governments.
- Establishing clear lines of communication with health service decision makers.
- Engaging key stakeholders including health care staff, community members, Vancouver Coastal Health, and other foundations to collaboratively plan for strategies to invest in strengthened community health.
- Strengthening our communications capacity and our ability to tell the story of our work.

Success looks like:

- A clear understanding of the needs in the local health facilities.
- A clear plan for how to help address health needs in the community.
- Strong and streamlined connection to Vancouver Coastal Health.
- Strong relationship with local health facilities.
- Strong relationships with local governments and First Nations.



# Goal 5: Community Engagement

Strengthen the relationship with the community through awareness building and engagement.

We will do this by:

- Developing a communications strategy including social media and public relations.
- Participating in community events to raise awareness and funds.
- Strengthening our communications platforms including our website, social media and newsletters.
- Conducting community surveys to better understand the community's healthcare priorities.
- Informing the community of who we are and our contributions to healthcare in the community.
- Acting as ambassadors for our community.

Success looks like:

- Strong awareness in the community of the comprehensive local health services available.
- Community awareness and appreciation of the Squamish Hospital Foundation in supporting the quality of local health services.
- Clarity around the community's priorities regarding healthcare services.
- Staying relevant within the community.



# Goal 6: Organizational Capacity

Build and strengthen organizational capacity for the Foundation.

We will do this by:

- Continuing to develop and strengthen our staff team.
- Embedding our strategic plan into all of our operations.
- Developing a comprehensive board recruitment strategy.
- Engaging our community in volunteer opportunities and building out the Foundation's membership.

Success looks like:

- Staff retention.
- An engaged, leveraged, and diverse board that helps meet the various needs of the Foundation.
- Clarity of funds required and funds available and how to match these.





## Making it Happen

### Operational plans

The Squamish Hospital Foundation is committed to bringing this plan to life and executing on the identified goals. To support this delivery, the Foundation will develop and implement 1-Year Operational Plans over the 5 year period of the Strategic Plan that will guide annual priority setting and lay out a clear action plan to achieve the strategic goals.

### Measuring Success

Part of executing on the strategic plan will include evaluating the success of the 6 goal areas. The Squamish Hospital Foundation plans to report on these goals and execution of the Strategic Plan through Annual Reports and community updates. As needed, data will be captured through surveys as well as interviews to gather evidence of successful implementation and/or learnings and shortcomings. This evaluation will support further strategic planning for the Squamish Hospital Foundation and will help inform each of the Operational Plans.

### Conclusion

Considerable planning and progress has been accomplished thanks to the hard work of the Squamish Hospital Foundation board, staff, and all those involved in the strategic planning process. Thank you to all those who generously donated their time to help inform this process. Additionally, we'd like to thank donors, partners and funders who over the years have supported the Squamish Hospital Foundation with their generous financial contributions.

The Strategic Plan was developed in partnership with Roots & Rivers Consulting.