

Philanthropy Subcommittee

Report for the Harborview Leadership Group

SEPTEMBER 25, 2019

Agenda

- Subcommittee Members
- Overview
- Statement of Need
- Funding Options for Philanthropy
- Funding Level for Philanthropy - Fundraising Feasibility Study – Fundraising Conversations
- Questions

Philanthropy Subcommittee Members

- Paul Hayes, Harborview Medical Center
- Kelli Carroll, King County
- Patrick Hamacher, King County
- Leslie Harper-Miles, King County
- Sid Bender, King County
- Ian Goodhew, UW Medicine
- Clint Burwell, UW Medicine Advancement

Overview

Annual and targeted fundraising efforts for Harborview Medical Center (HMC) have provided ongoing support of capital renovations, equipment and operational expenses. Historically, major facility capital expansion and campus development has been publically funded. The Philanthropy Subcommittee has been exploring how private philanthropy could generate measurable funding needed for facility investments and possibly reduce the amount that would need to be sought from the voters. Public/private partnerships in financing major public hospital construction projects of the scale under investigations by the Harborview Leadership Group are rare, with few examples nationally. We are in the process of conducting a formal fundraising feasibility study to help determine the level of philanthropic support that we could generate locally for a similar effort.

Needs Statement

There are three key advantages to exploring a significant private philanthropic effort to help fund facility expansion and/or programming at Harborview:

1. Significant philanthropy could measurably reduce the amount that voters would be asked to contribute and/or provide necessary operating support of programs made possible by an approved bond effort
2. Significant philanthropy would highlight community support of Harborview and demonstrate a thoughtful approach to financing
3. Significant philanthropy would have an additive effect of demonstrating HMC's philanthropic worthiness to King County residents and other prospective constituents beyond King County, thus enhancing HMC's opportunity to increase dramatically annual and large-gift fundraising in the years after the new tower is completed.

Funding Options for Philanthropy

- **Option 1** – targeting broad fundraising effort to generate funds for both capital expansion and program costs for new services
- **Option 2** – limiting fundraising efforts to capital expansion costs to maximize the reduction in funds requested from the voters

Subcommittee is recommending that any philanthropic effort be broad enough to allow donors to fund facility expansion, equipment and programmatic needs to encourage wider participation from the philanthropic community (Option 1)

Funding Level for Philanthropy

Completion of a formal **fundraising feasibility study** will be an essential step to help determine the level of philanthropy support that should be targeted:

- Personal interviews with 25-35 top prospective donors and other community opinion leaders
- Institutional meetings – September 2019
- TPD meetings – October/November 2019
- Study findings – November 2019
- Interviewer/fundraising consultant: Chuck Sizemore

Pillars of Fundraising Success

Needs:

Specific capital improvements
Specific programmatic improvements or additions

Communication/Branding:

Constituency:

Individuals
Corporations
Foundations

ENGINES----->NEEDS----->CONSTITUENCY

Engines:

Governing board(s)
Fundraising Steering Committee—volunteer leadership
CEO
Dean
Physicians/Program Heads
Other Committed Volunteers
UW Medicine Fundraising Staff

Key Feasibility Study Results

- Key constituents' attitudes toward HMC
- Identification of new TPD's
- Level of constituents' participation—philanthropic, volunteer, and community activist
- Resonance with HMC's BHAGs, vision, and role in the King County community and beyond
- Resonance with HMC leadership—CEO, chiefs of medical disciplines, physicians, nursing staff, and other allied health professionals
- Issues requiring remediation or deeper examination
- Explanation of the fundraising effort's components/goals, so as to begin a level of constituent gift cultivation

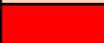
Key Feasibility Study Deliverables

- Fundraising potential and fundraising goal verification
- Fundraising effort's timing and length, as well as a “road map” for executing all of the effort's components
- Identification of a sequence for gift requests and pairing of TPDs with featured fundraising priorities—perhaps occasioned by potential for transformational giving
- Identification of potential volunteers among the interviewees, especially those who could influence larger gifts and greater participation from the community
- Evaluation of the fundraising effort's featured objectives and their resonance with TPDs
- Donor/community communication strategies and content

Questions?

Criteria

	No Change	Option 1	Option 2
Mission Population	Negative Impact	Positive Impact	Positive Impact
Patients and clients	Negative Impact	Positive Impact	Positive Impact
Labor and employees	Negative Impact	Positive Impact	Positive Impact
Neighbors and community	Negative Impact	Positive Impact	Positive Impact
Delivery of emergency services	Negative Impact	Positive Impact	Positive Impact
Addresses facility deficiencies and needs	Negative Impact	Positive Impact	Positive Impact
Supports innovation, best practices, and/or new models of care	Negative Impact	Positive Impact	Positive Impact
Service models that promote equity	Negative Impact	Positive Impact	Positive Impact
Influenced by community priorities	Negative Impact	Positive Impact	Positive Impact
Addresses Determinants of Equity	Negative Impact	N/A	N/A
Access to healthcare and improved health outcomes	Negative Impact	Positive Impact	Positive Impact
The long-term financial position of Harborview and King County	N/A	Positive Impact	N/A
Existing facilities	Negative Impact	N/A	N/A
Opportunities for other funding	N/A	N/A	N/A

 Positive Impact
 Negative Impact
 N/A