

BOARD orientation

2023



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SECTION 1

HUNTSVILLE HOSPITAL FOUNDATION



Our Foundation



Huntsville Hospital Foundation is a fundraising organization dedicated to improving healthcare services for the residents of Muskoka and East Parry Sound.

The Foundation was established as a registered charity in 1984 to receive, maintain and distribute funds raised by personal donations, grants, capital projects, special event fundraising and special programs not covered by government grants.

Although the Foundation does not contribute to operating costs, its mandate is to provide ongoing capital & education resources for Huntsville District Memorial Hospital.

Healthcare for Life. Here, is an Annual Commitment designed to generate support in the context of these new realities. Our goal is to raise \$3 Million annually (and every year) to support sustainable, local healthcare in an advanced, well-managed, planned and well-equipped hospital.

gegr



Healthcare for Life. Here.





– OUR VISION –

Healthcare for life. Here!

– OUR MISSION –

Inspire *giving* to support our hospital.

– OUR VALUES –



BUILD PARTNERSHIPS

Be the bridge between advanced healthcare and a generous, engaged community.



BE ACCOUNTABLE

to Huntsville Hospital; be effective in delivering capital funding to meet its needs.



BE LEADERS

Earn the respect of the community, their pride and the right to be a choice for their giving.



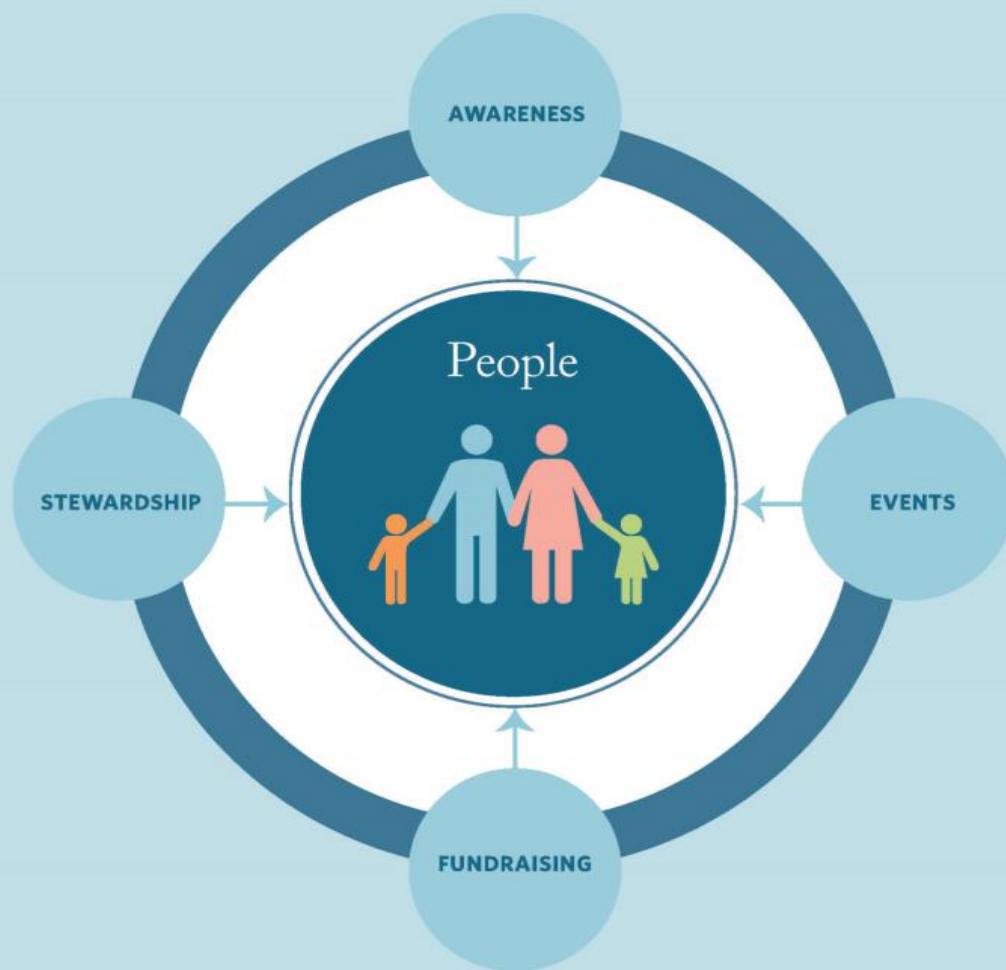
FULFILL DREAMS

Provide stewardship and cultivate relationships, express gratitude and recognize the gifts we receive.



IMAGINE THE FUTURE

with energy, optimism, professionalism and accountability.



PEOPLE

To recruit, educate, motivate and collaborate with Foundation Staff, Hospital Staff, Board Members and our Community Volunteers to support the work of the Foundation.

- *Create positive, collaborative partnerships with our Hospital*
- *Engage our Community and create a passionate volunteer team*
- *Support active and motivated Foundation Staff and Board Members*

FUNDRAISING

To inspire our community – permanent and seasonal residents and businesses – to support innovative healthcare through:

- *Annual Giving Programs*
- *Major Giving Programs*
- *Leadership Programs*

AWARENESS

To build a strong Foundation brand using creative marketing materials, social media and speaking opportunities to inspire awareness and philanthropic support of the capital equipment requirements for Muskoka Algonquin Healthcare and Huntsville Hospital.

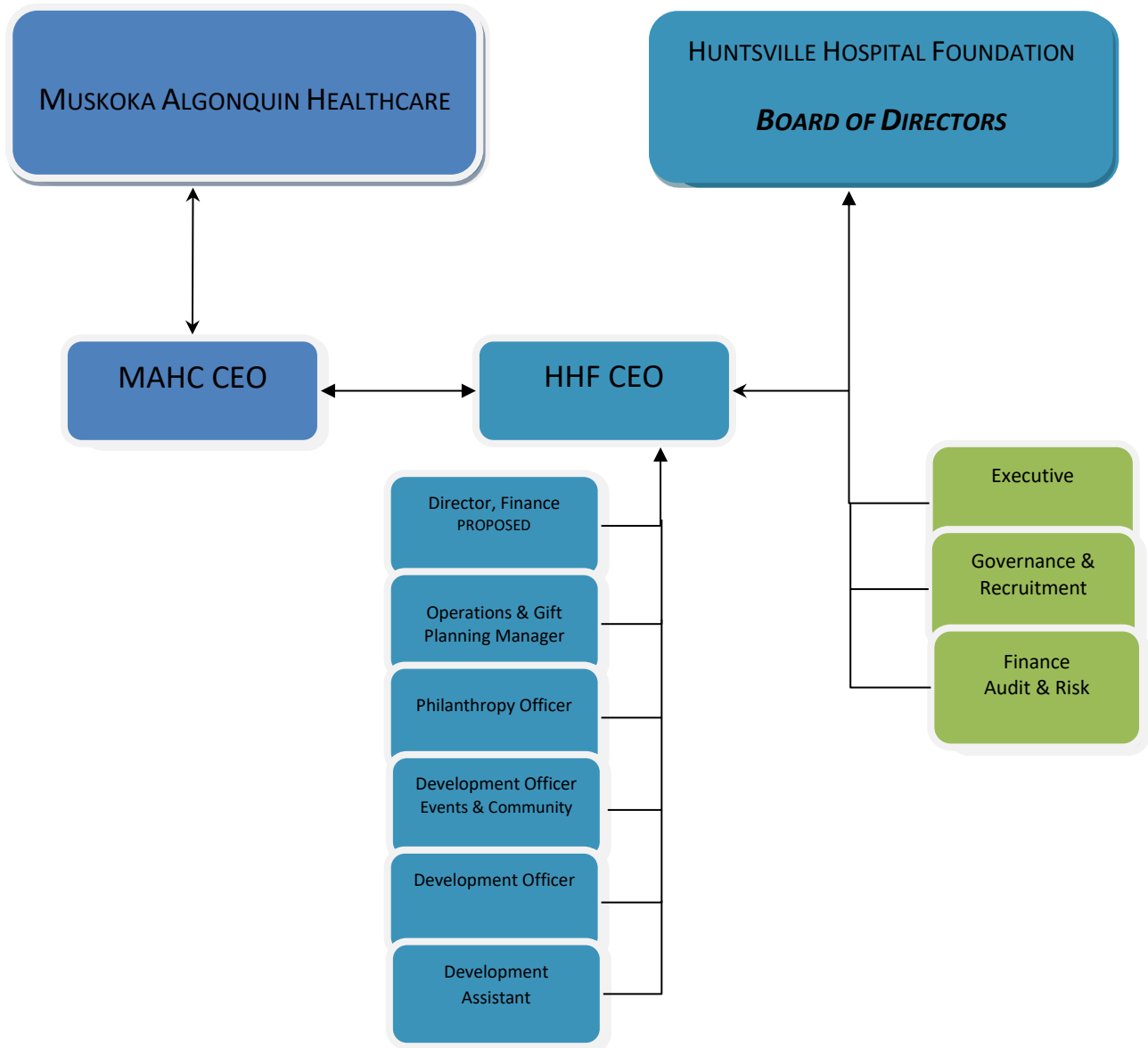
EVENTS

To manage and support fundraising from both Foundation direct events and third party events to increase brand awareness, create leads and inspire increased giving.

STEWARDSHIP

Being donor centric, to recognize and thank our donors as they see fit. To fulfill donor obligations, continuously improve donor relations and to inspire future gifts.

FOUNDATION ORGANIZATIONAL CHART:



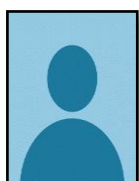
ROLES & RESPONSIBILITIES



KATHERINE CRAINE

Chief Executive Officer

The Chief Executive Officer (CEO) reports directly to the Board and will manage and direct all business affairs to ensure appropriate structures and systems are in place for the effective management and control of foundation information and assets. The CEO will work with Board Members to develop prospects and participate and lead cultivation and solicitation of donors. The CEO is responsible for developing and implementing communications and advertising programs. All employees of the Foundation report to the CEO.



DIRECTOR, FINANCE (proposed)

The Director, Finance is responsible for managing the Huntsville Hospital HHF (HHF) financial and administrative functions. This includes a strategic focus on business forecasting and budgeting that aligns with the HHF's mandate, tracking and reporting on designation and restrictions of donated funds and the HHF's primary function to support Muskoka Algonquin Healthcare's (MAHC) capital needs.



CHERYL PERRY

Operations & Gift Planning Manager

The Operations & Gift Planning Manager will provide administrative and strategic assistance including fund development, information management, financial administration and fiscal reporting while implementing fundraising activities for annual programs. The individual provides administrative support to the Executive Director and Board of Directors if applicable. An integral responsibility of the position is the preparation of reports in accounting, audit, and legal compliance.



MEAGHAN BYRNES

Philanthropy Officer

The Philanthropy Officer will establish and develop long term philanthropic relationships with prospects, donors, and sponsors through focusing on the identification, cultivation, solicitation, and stewardship of a portfolio of major gift and legacy giving prospects with the capacity and interest in providing financial support.



TRISH KRUUSMAGI

Development Officer, Events & Community Engagement

The Development Officer, along with event chairs and other volunteers, plans, organizes, and manages/supports the signature events and provides leadership to third party donors and special event volunteers. This position works to establish new community connections and nurtures event participants, sponsors and donors.



NATASHA NIEDER

Development Officer

The Development Officer is responsible for the accurate entry of data to process and maintain donations and donor records and provide customer service.



JENNIFER SIMPSON

Development Assistant

The Development Assistant is responsible for the implementation of the Hospital Hero & Staff Giving program at the Huntsville Hospital.

BOARD OF DIRECTORS

The board is the entity that has legal authority for the organization, and that is responsible for the organization's highest level of decision-making. The governing board has, by law, the ultimate accountability for, and authority over, the organization's resources. The board determines and communicates the organization's vision to the membership and to the community. Through policy, and strategic planning the board defines the parameters of the organization.

Key Tasks of Hospital Foundation Board

- Setting the mission
- Selection and evaluation of the CEO
- Ensuring efficient and effective management
- Fiscal and legal oversight
- Ensuring necessary financial resources
- By representing the organization to the community and constituencies

SECTION 2

GOVERNANCE



POSITION DESCRIPTION - FOUNDATION BOARD MEMBER

TITLE: Board Member

TERM: Three-year Term

REPORTS TO: Chair, HUNTSVILLE HOSPITAL FOUNDATION

THE HUNTSVILLE HOSPITAL (HH) FOUNDATION is a non-profit organization. Voting members of the HDMHF Foundation elect the Board members at the Annual General Meeting in June and the board elected for that year appoints its own executive. All directors are eligible to serve up to three consecutive three-year terms.

The Board role is to provide volunteer leadership and assist in the development of goals, objectives and policies that support the mission and strategic direction of HH FOUNDATION.

As an active participant of the board, each member must have an understanding of the function and responsibilities and be available to attend board meetings and committee meetings where appointed. It is the responsibility of each member to foster positive and supportive relations between the volunteer membership and the HH FOUNDATION Board and provide support in all of their fundraising initiatives.

Foundation Board meetings are set at the Annual General Meeting. From time to time, additional Board meetings may be called by the Chair.

PRIMARY FUNCTIONS: The Board Member represents the interests of the general membership at the Board and conducts projects and accepts duties as assigned by the President and the Board.

RESPONSIBILITIES:

1. Participates as a member of the Board of Directors, attending Board meetings
2. Represents the general membership on issues of interest or concern
3. Identifies and conducts projects to further the goals of the organization
4. Liaises with the Board and the Executive Director as required

QUALIFICATIONS:

- Excellent leadership skills
- Excellent written and verbal communication skills
- Strong interpersonal and organization skills
- Ability to:
 - listen to membership and communicate their issues, needs and interests
 - identify potential problems and opportunities
 - work effectively toward common goals as a team member
 - set objectives and develop action plans for selected and/or assigned projects
 - effect change in a positive manner
 - maintain a degree of flexibility

EXPERIENCE:

- Prior experience as a volunteer and/or Board member is an asset




TRAINING:

- General orientation to THE HUNTSVILLE HOSPITAL FOUNDATION & HUNTSVILLE HOSPITAL
- Orientation to THE HUNTSVILLE HOSPITAL FOUNDATION Board by the Past Chair and staff of THE HUNTSVILLE HOSPITAL FOUNDATION

KNOWLEDGE AND SKILL SETS

- **Financial:** experience in the accounting and in developing and/or working with budgets.
- **Business Management:** managed a business or department in a business with experience writing and implementing policies and procedures.
- **Business Development:** innovative and creative approach to business including market research, analysis and planning of business growth patterns.
- **Information Technology:** knowledge of information technology development and application.
- **Related Health:** knowledge of health industry or have worked in these sectors
- **Voluntarism:** knowledge and experience working with volunteers, volunteer boards of directors, or worked as a staff member in a non-profit organization.
- **Communications, Public Relations, Marketing:** experience in communications, marketing and public relations.
- **Fundraising:** direct experience in fundraising for a charitable or political organization.
- **Strategic Planning:** experience in strategic planning either in the private corporate or non-profit sectors.



SECTION: BOARD OF DIRECTORS	POLICY: TERMS OF REFERENCE
APPROVED BY:	
HDMH Foundation Board of Directors	APPROVED: October 4, 2012
	MOTION: Fnd/Brd#1213-16
SIGNATURE	AMENDED: June 3 2016
	REVIEWED:
	PAGE: 1 OF 2

PURPOSE:

The Board of Directors shall adhere to the Letters Patent and Bylaws and review all issues as they relate to the achievement of the Mission Vision and Values and the day-to-day operations of the Huntsville Hospital Foundation.

The Board of Directors being the governing body of the Foundation shall ensure the Foundation adheres to the Letters Patent and Bylaws of the Foundation. Furthermore the Board of Directors is responsible for defining and updating the Mission Vision and Values of the Foundation. Also, the Board of Directors working with the Chief Executive Officer of the Foundation is responsible for defining and updating the Foundation Strategic plan. In addition to the foregoing the Board will establish a set of policies and procedures. This Policy & Procedure Manual is a record of the Foundation's Policies and Procedures.

BY-LAWS

The Board shall, on an annual basis, review the By-laws and make recommendations for any changes to the Board in order to keep the By-laws current.

BOARD POLICIES

Where directed by the Board policies shall be developed or amended. for the following sections;

- Governance
- Finance
- Donor Relations and Communications
- Scholarships

The policies and procedures are established for the following sections:

- Governance
- Finance
- Donor Relations and Communications
- Scholarships
- Human Resources



POLICY & PROCEDURE MANUAL

SECTION	BOARD OF DIRECTORS	POLICY	TERMS OF REFERENCE
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MEETINGS:

Meetings will be chaired by the Board Chair or their designate.

FREQUENCY OF MEETINGS:

Monthly or at the call of the Chair

Meetings will be determined at the first meeting of the new Board of Directors following the Annual General Meeting. Additional meetings are at the call of the Chair

SUB-COMMITTEES OR ADHOC

As special issues needing discussion/recommendation are identified, the matter will be referred to the appropriate director to strike an ad hoc committee to include board members and/or community members that have respective expertise and knowledge. It is understood that committee will make recommendations for approval to the Board of Directors.


QUORUM:

50% plus one of the members shall constitute a Quorum,

TERM:

The term from June (following the Annual General Meeting of the Huntsville District Memorial Hospital Foundation) to June (up to and including the Annual General Meeting)



SECTION: GOVERNANCE & RECRUITMENT	POLICY: BOARD ROLES & RESPONSIBILITIES
APPROVED BY: HDMH Foundation Board of Directors	POLICY #: PL #15
	APPROVED: FEBRUARY 1, 2019
	MOTION: 1819: 28
SIGNATURE 	AMENDED: DECEMBER 14, 2023
	REVIEWED:
	PAGE: 1 OF 2

PURPOSE:

The Board of Director (Director) is to provide volunteer leadership and assist in the development of goals, objectives and policies that support the mission and strategic direction of non-profit organization HUNTSVILLE HOSPITAL FOUNDATION (HHF).

ROLE:

The Board role is to be actively involved in all aspects of stewardship for HHF by bringing their skills, knowledge and experience to fulfilling the Board responsibilities. As an active participant of the board, each member must have an understanding of the function and responsibilities.

RESPONSIBILITIES:

5. Have an understanding and appreciation of the Mission, Vision & Values
6. Ensure compliance with the letters patent which includes maintaining and updating a set of by-laws
7. Understands the financials and commitments of HHF
8. Identifying risks to the organization
9. Establishment of new policies and review of current policies
10. Participates as a member of the Board of Directors, attending Board & Committee meetings
11. Attend community events as required
12. Accepts duties as assigned by the Chair and the Board
13. Represents the general membership on issues of interest or concern
14. Identifies and conducts projects to further the goals of the organization
15. Liaises with the Board and the Executive Director as required
16. Participate in annual Board self-evaluation
17. Support the efforts of Muskoka Algonquin Healthcare and their Board (MAHC)

The board is not involved in the operations of the organization however monitors operation of the organization to determine if the foundation is achieving its objectives and complying with its direction as identified in the mission, vision and values, strategic plan, policies and procedures.

INDEMNIFICATION AND INSURANCE The foundation including the Directors is covered in a MAHC board policy.



Huntsville Hospital Foundation
POLICY & PROCEDURE MANUAL

Status: PL #15
Page: 2 of 2

SECTION	GOVERNANCE	POLICY	BOARD ROLES & RESPONSIBILITIES
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CODE OF ETHICAL CONDUCT, CONFIDENTIALITY AND ADVOCACY

All Directors, Staff and volunteers are expected to adhere to Governance Policy #11 Code of Ethical Conduct when representing the Foundation at any time. It is expected that all Directors maintain necessary confidentiality of the proceedings of Board and Committee meetings at all times and any donor information. Each member shall act honestly, in good faith and in the best interests of HHF.

CONFLICT OF INTEREST

All Directors must be guided by a sense of fairness, integrity and objectivity, when encountering anything that may give the appearance of a conflict and disclose any possible conflicts to the Board.

TERM

Each Director is elected at the Annual General Meeting held in June each year as outlined in the HHF Bylaw.

MEETINGS

Each Director is expected to attend as many Board meetings as possible. (Attendance at a minimum of 75% of the Board meetings is expected.) Active participation is vital. If a Director is unable to attend to his/her duties, he/she should offer an explanation to the Chair in order to retain a position as Director. Unexplained absences will be noted and brought to the attention of the Chair of the Board and the Nominating Committee for review and potential action.

COMMITTEES

Each Director will be asked to actively participate on at least one Board Committee in addition to overall duties.

RECRUITMENT

Every Director should assist in the identification and recruitment of prospective Board Members as per Governance Policy # 13 Board Recruitment.


GIFT SOLICITATION

Each Director is encouraged to participate as a volunteer solicitor in the Foundation's Annual Giving Program, Planned Giving and Capital Campaign when requested. Education and training will be provided to Directors and other Volunteers as needed.

PERSONAL CHARITABLE GIVING

Personal financial contribution to the Huntsville Hospital Foundation is extremely important. Our goal each year is to achieve 100% Board participation. To be an eligible voting Member of the HHF individuals must give a minimum of \$50 each fiscal year as per the By-Law of the Foundation.



SECTION:	GOVERNANCE & RECRUITMENT	POLICY: CODE OF ETHICAL CONDUCT
APPROVED BY: HUNTSVILLE HOSPITAL FOUNDATION BOARD OF DIRECTORS		POLICY # PL 11
		APPROVED: April 6, 2006
		MOTION: 0506-57
SIGNATURE 		AMENDED: June 8, 2018
		REVIEWED:
		PAGE: 1 OF 2

DEFINITION:

The *Code of Ethical Conduct* is a guideline for appropriate individual and collective behavior of the Huntsville Hospital Foundation Board of Directors, Volunteers and Staff at and while away from HHF Offices.

GUIDING PRINCIPLES:

Foundation representatives, in the conduct of their duties, have a responsibility to effectively further the goals of HHF and, in so doing, are expected to comply with, support and promote the guiding principles in this code.

The guiding principles are consistent with HHF's charter, by-laws, mission/vision statements and values. They also embrace the encouragement of life-long learning, self-reflection, peer feedback, and ongoing individual and group evaluation.

ACCOUNTABILITY:

Foundation Directors, Volunteers and Staff are accountable to the Donor Bill of Rights

RESPECT:

Foundation Directors, Volunteers and Staff respect diversity of opinion, ideas and constructive debate. This is demonstrated by:

- Recognizing the right of all members to be heard.
- Recognizing, promoting valuing and encouraging awareness of the diverse expertise, experience and knowledge existing among Board, Committee members and staff and the benefit of such diversity to the effective democratic decision making process.
- Promoting collaborative behavior characterized by mutual respect and efficient use of time.
- Avoiding personal or group criticism of fellow members or staff in discussion or through innuendo anywhere.

INTEGRITY:

Foundation Directors, Volunteers and Staff do not place themselves under any obligation to outside individuals or organizations that might influence them in the performance of their official duties with HHF. This is demonstrated by:

- Making decisions in the donors' and other stakeholders' interest.
- Maintaining ethical boundaries and avoiding personal and competing professional interests.

ADVOCACY:

A Board member has the opportunity to express the Foundation's goals and Mission. HHF adheres to the rules of the Canada Revenue Agency, Reference number CPS-022 and it will not make steps to retain, oppose or change the law or policy of any level of government. Board members through their advocacy role, can provide leadership in obtaining greater public understanding of the Foundation on a local, regional and national basis, thus building a bridge between the Foundation and the community.

OPENNESS:

Foundation Directors, Volunteers and Staff are as open as possible about all the decisions and actions they take. This is demonstrated by:

- Identifying, disclosing and acting appropriately on conflicts of interest.
- Being transparent in providing all reasons and supporting rationale for decisions.

RESPONSIBILITIES:

It is the responsibility of each Foundation Director, Volunteer and Staff person to be self accountable for behaving in accordance with this *Code of Ethical Conduct*.

In the event that a Foundation representative has concerns that the behavior of another representative did not reflect the *Code of Ethical Conduct*, that representative is encouraged to discuss their concerns with the allegedly inappropriate representative.

If the allegedly inappropriate representative does not recognize the problem or refuses to take appropriate corrective action, the concern should be brought to the attention of the Chair of HHF Board of Directors

If inappropriate behavior is confirmed and continues after meeting with Chair, the representative whose behavior is being addressed will be asked to meet with HHF Executive Team to discuss the issue.

Unresolved behavior problems could lead to removal of the offending party from their responsibilities in relation to HHF as stated in the corporation's by-law.

All board members and volunteers will complete a Confidentiality Agreement.

GOVERNANCE

The fiduciary role of directors is to act in the best interests of the corporation as a whole. This requires the board to ensure the corporation it governs succeeds in serving its objects or purposes (i.e., fulfilling its mission), and sustains itself in order to continue serving those objects by maintaining its tangible and intangible assets and financial viability.

The Board's Role

Effective performance of the board's role involves the following:

- **Board role and functions**
Being explicit about the board's role as the governing body;
- **Directors' duties**
Ensuring all directors understand the board's role and their individual duties as directors, and that they discharge each of their own duties accordingly•
- **Effective governance/management relationship**
Differentiating the board's role from the role of the chief executive officer and management as clearly as possible.

Board Structure and Processes

Governance includes the processes and structures that are used by a board to perform its governance role. Governance processes comprise a number of elements, including:

- **Leadership** – The board chair and other officers are the directors who take on board leadership roles. The board governance processes with respect to its officers include defining the role and qualification of officers, setting the term, and establishing the process for selecting officers.
- **Committees** – Board committees can assist the board in performing the work that the board might not otherwise have the time to do. Governance processes with respect to committees include distinguishing between standing and ad hoc committees; ensuring committees are not doing management work; determining and reviewing the committees' terms of reference; committee composition and selection processes for committee members and committee chairs; and ensuring good practices for board reporting and oversight.
- **Meeting processes** –This includes how agendas are set; how directors have input into agenda setting; open board meetings and in camera meetings; approval of minutes; and distinguishing between matters requiring decision and matters for information.
- **Relationships** – Relationships among board members and with management, while less tangible, is an important element in creating effective governance.

Role of the Board



Board Operations Part One **The Difference Between Board Roles and Staff Roles**

Article by: Kerri Laubenthal Mollard, Founder & CEO

Today's column begins a series on board operations. Over the next several weeks, we will explore various topics on board governance to build the capacity of the sector. Of all the conversations that we have with nonprofit leaders, board governance issues always rise to the top.

Today we focus on the difference between board roles and staff roles, which is the difference between strategic and operational roles.

Fundamentally, a nonprofit board must govern an organization with a focus on mission achievement, strategic direction, oversight and ethics, policy formation, fiduciary responsibility, leadership, organizational viability, clear processes for decision making, and a constructive partnership with the chief executive.

In other words, boards are responsible for setting the direction of the organization while the staff is charged with carrying out the day-to-day activities. But, far too often, we see the board get involved in the operational aspect of the work.

These lines often are blurred with boards micromanaging staff and over-stepping boundaries. Author Anne Cohen wrote:

"How the staff gets its work done is the responsibility of the chief executive. Likewise, how the board manages its own tasks is the responsibility of the chair. In a productive partnership, the chief executive uses the board as a sounding board. Together, the two formulate strategic decisions to guide the organization. However, they need to ensure that the details of implementation are left to appropriate individuals within the professional team."

To move a board toward a strategic mindset, it is critical to assess where you are in the nonprofit lifecycle. While a nonprofit board of an all-volunteer organization with no staff will certainly take on operational functions and roles, boards with paid professional staff need to stay out of the weeds.

One way to ensure board operations remain strategic is to follow the roles and responsibilities and the three legal duties of board governance. Per BoardSource, the top ten board roles and responsibilities are:

1. Determine the mission and purpose, advocate for them.
2. Select the chief executive.
3. Support and evaluate the chief executive.
4. Ensure effective planning
5. Monitor and strengthen programs and services.
6. Ensure adequate financial resources.
7. Protect assets and provide financial oversight.
8. Build and sustain a competent board.
9. Ensure legal and ethical integrity.
10. Enhance the organization's public standing.

When the board fulfills these roles and responsibilities, they are functioning at a strategic level, leaving it up to the staff to execute and operate.

The chief executive and board chair work together to identify strategic needs and coach the board toward this style of leadership. When board meetings only include report-outs on activities and tasks, the board will become mired in operations. Examining the board committee structure can also help in these efforts.

The report-out types of updates are great for a consent agenda (more on that next week) because the way in which a board uses its time in board meetings is in and of itself a strategic decision. When the board can focus at a higher level, then the discussion, dialogue, and debate align with good governance practices.

SECTION 3



MUSKOKA ALGONQUIN
HEALTHCARE

MUSKOKA ALGONQUIN HEALTHCARE (MAHC)

Muskoka Algonquin Healthcare (MAHC) provides emergency health care services and inpatient care at two hospital sites in Huntsville and Bracebridge. Patient care is also supported through a number of outpatient programs at both hospital sites and at the Almaguin Highlands Health Centre in Burk's Falls.

YOUR CARE BY THE NUMBERS

MAHC provides emergency health care services and inpatient care at two hospital sites in Huntsville and Bracebridge. Patient care is also supported through a number of outpatient programs at both hospital sites and at the Almaguin Highlands Health Centre in Burk's Falls.

These statistics represent the combined activity at both MAHC sites from April 1, 2022 to March 31, 2023



MUSKOKA ALGONQUIN
HEALTHCARE

HUNTSVILLE DISTRICT
MEMORIAL HOSPITAL

42

Acute Care
Beds

SOUTH MUSKOKA
MEMORIAL HOSPITAL

51

Acute Care
Beds

8

Complex Continuing
Care Beds



4,562

ADMITTED PATIENTS



43,514

EMERGENCY VISITS



8,151

SURGERIES & SCOPES



283

BIRTHS



36,153

X-RAYS



13,068

ULTRASOUNDS



16,893

CT SCANS



6,994

MAMMOGRAMS



3,709

CHEMOTHERAPY/
INFUSION CLINIC VISITS



3,475

DIALYSIS TREATMENTS



1,558

DIABETES VISITS



271

STROKE-RELATED
PATIENTS

HERE FOR YOU WHEN YOU NEED US

OPERATIONS BY THE NUMBERS



817

EMPLOYEES



112

ACTIVE PHYSICIANS



220

VOLUNTEERS



\$107 MILLION

OPERATING BUDGET



\$74 MILLION

CAPITAL NEEDS



STRATEGIC PLAN

2019 - 2024

Our Mission

Working together to provide outstanding integrated health care to our communities, delivering best patient outcomes with exemplary standards and compassion.

Our Vision

As a trusted partner, we strive to improve the delivery of health care to our communities and to be known as an outstanding place to work, learn, live and be cared for.

Our Values and Behaviours

Accountability

- Taking personal responsibility
- Being honest and transparent in actions and communication
- Doing the right thing the right way with integrity

Respect

- Showing compassion for patients, families, and our colleagues
- Treating others as they want to be treated
- Thoughtfully making difficult choices
- Expressing kindness and empathy

Optimism

- Understanding that together, almost anything is possible
- Seeking to achieve outcomes that will be positive and desirable
- Seeking opportunities and a better path forward

Leadership

- Acting with integrity and building trust
- Communicating effectively while guiding and providing support
- Being a role model and motivating colleagues to be their best
- Encouraging diversity, inclusion, innovation and championing change

Engagement

- Collaborating with our colleagues and partners
- Use systems approaches that incorporate MAHC's health system partners
- Including stakeholders representative of diverse perspectives in planning and decision making

Our Strategic Themes

Quality Care
and Safety

Partnerships and
Collaboration

Sustainable
Future

People

Innovation and
Technology

CATCHMENT AREA:



*Approximate area serviced by:
Huntsville District Memorial Hospital
(HDMH)*

*Approximate area serviced by:
South Muskoka Memorial Hospital
(SMMH)*

SECTION 4

FUNDING PROFILE

REDEVELOPMENT PROJECT COST AND LOCAL SHARE:

The work in this stage will help us to better understand the cost of the future builds. We know that by the time we are at the stage of building the two new hospital sites, construction costs will have increased. The preliminary order of magnitude from the earlier planning stages will be updated to be more current to today's economy, the changed environment and effects as a result of the COVID-19 pandemic.

Before the Ministry of Health will agree to fund our project for the two new sites, we have to demonstrate the community's ability to pay for its share of the new builds. The Ministry of Health will pay for most of the actual construction of a new building. The local community is expected to pay a share of the entire project, which can be up to 30% of the total project cost, including furnishings, fixtures and hospital equipment. The raising of the local share is a key focus of MAHC and our two hospital foundations, and one that we are fully committed to working through collaboratively with local municipalities and the community at large. If we are not able to commit to how the community will fund the local share, our project for two new hospital sites will not proceed.

Examples of costs paid for by the community's share include:

- a portion of construction cost of hospital
- equipment and technology
- furnishings and fixtures
- construction of revenue-generating space (i.e. parking lots)
- any land/property required, and land alterations including site servicing
- financing costs

In the months to come, MAHC is confident the Local Share Committee – MAHC, the Huntsville Hospital Foundation and South Muskoka Hospital Foundation together with political leaders from area municipalities – will continue to work collaboratively toward determining each party's contribution with the collective goal to demonstrate the community's ability to raise its share of the project to build two new hospitals.

"For Muskoka's future hospitals to proceed to tender, we have to show how our community will pay for its share of the project, and if we can't demonstrate our plan to do so our project will not move forward," adds Miller. "We have the Ford government's support and commitment to contribute approximately three-quarters of the funds and that is a tremendous opportunity for our region to leave a legacy for our future generations."

To learn more about MAHC's capital redevelopment project and to follow along in our journey, visit www.mahc.ca/planning-for-the-future.

CAPITAL NEEDS:

Each year, MAHC Board of Directors approves a list of equipment requested & required by departments throughout the Hospital.

Donations ensure that Huntsville Hospital is able to provide care to the community using the most advanced equipment & technology available today.

2023-2024 Commitments

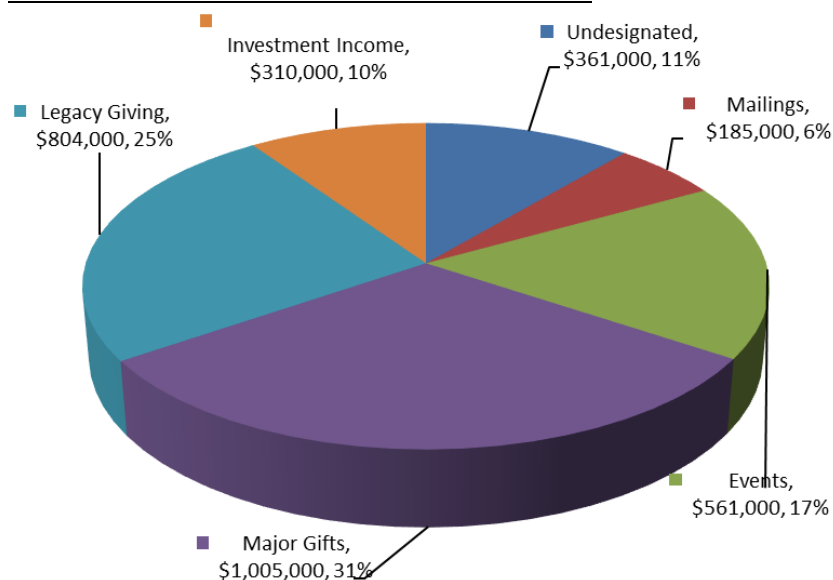
3 Lead Cardiac Monitor (OBS)	\$7,000	Nursing Kelly Male Manequin (Clinical Education)	\$5,000
Anesthesia Machine (OR)	\$96,500	Nyjoin Applicant Tracing System (HR)	\$50,000
Bariatric Bed (Inpatient Services)	\$46,400	OTN System 1 (Main Room 272)	\$12,500
Bedside Ultrasound (ICU)	\$66,000	OTN System 4 (Resource Room)	\$12,500
Bladder Scanner (ER)	\$18,000	OTN System 8 (Oncology)	\$12,500
Bone Mineral Density Machine (DI)	\$100,000	Platelet Incubator (Lab)	\$17,500
Convection Gas Oven (Food Services)	\$16,000	Portable Ultrasound Probes (OR)	\$8,700
Defibrillator R Series / Crash Cart (OBS)	\$21,100	Sonicator Ultrasound (Inpatient Services)	\$2,100
Defibrillator X Series / Crash Cart (ICU)	\$27,000	Tango Stress Test BP Monitor (Cardio Resp)	\$6,500
Echo Patient Table (DI)	\$9,100	Trophon 2 Scope Cleaner (MDRD)	\$13,000
ESR Automated Machine (Lab)	\$7,200	VAC Ultra Therapy System (Clinical Education)	\$23,900
Hematology Middleware (Lab)	\$5,000	Vital Signs Monitor Echo Testing (DI)	\$4,500
Infant Security System (OBS)	\$200,000	Wheelchair Weighscale (Inpatient Services)	\$2,700
Molli Breast Imaging System (OR)	\$60,000		

2023-2024 BUDGET:

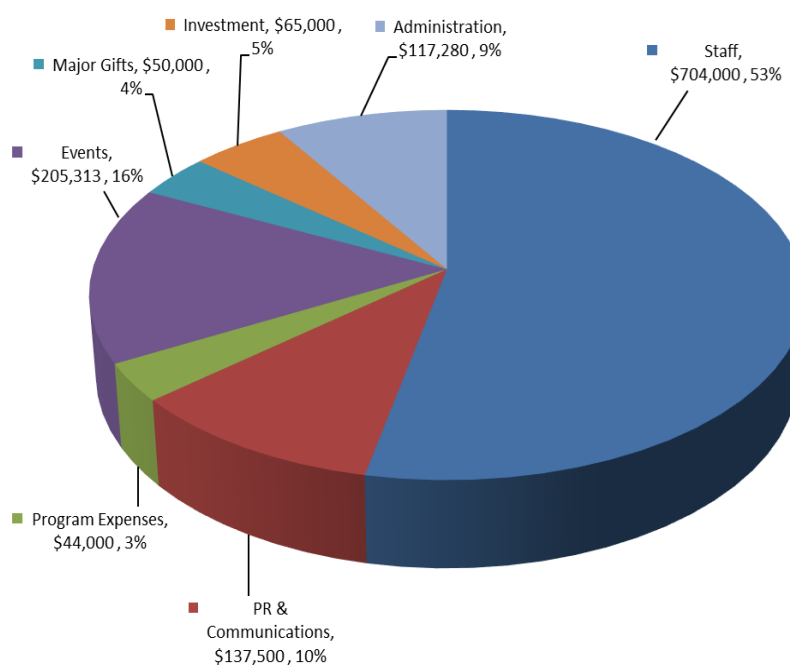
Total Revenue: \$3,226,000 Total Expenses: \$1,323,093

Net Income: **\$1,902,907**

INCOME



EXPENSES



ANNUAL 2023-2024 BUDGET:

INCOME		EXPENSES			
General Donations	275,000	STAFF		MAJOR GIFTS	
3rd Party Events	120,000	Salaries & Wages	745,000	Business Cares	5,000
Christmas Mailer	185,000	Salaries allocated to Campn	(84,000)	Solicited Major Gifts	4,500
Honour	4,000	Professional Development	40,000	Solicited Lead Gifts	3,000
Honour Garden	2,500	Staff Travel	3,000	Legacy Giving	25,000
Hospital Heroes	25,000	Total Staff	\$704,000	Life Insurance Premiums	7,500
Memorial	50,000	Donor Development		Family Campaign	5,000
MAHC 50/50	1,500	PR & COMMUNICATIONS		Total Major Gifts	\$50,000
Family Gifts (Fdn/Hosp)	3,000	Advertising	55,000	Total Donor Development	\$436,813
Total -Donations	666,000	Billboards	10,000	Investing Expense	
SIGNATURE EVENTS		Donor Recognition	7,500	Investment Mgment Fees	65,000
Bigwin Golf	441,000	Professional PR Fees	5,000	Total - Investing Expense	\$65,000
Total Signature Events	441,000	Video, Brochures & Posters	55,000	ADMINISTRATION	
MAJOR GIFTS		Website Fees	5,000	Admin	1,200
Business Cares	255,000	Total PR & Communications	\$137,500	Audit Fees	20,000
Major Gifts	750,000	Program Expenses		Bank Fees	1,500
Total Major Gifts	1,005,000	3rd Party Events	7,000	Courier	80
LEGACY GIVING		Christmas Mailer	20,000	Food	1,500
Bequest	800,000	Garden Party	2,000	Legal Fees	2,500
Life Insurance Payout		Honour Garden	12,000	Membership Fees	5,000
Life Insurance Premium	4,000	Hospital Heroes	10,000	Meeting Expense	2,000
Total Legacy Giving	804,000	Total Program Expenses	\$51,000	Minor Equipment Expense	2,500
Investing Income		Signature Events		Postage	7,500
Mngd Investment Inc (int)	300,000	Bigwin Golf	198,313	Printing/Stationery/Supplies	5,000
Bank Interest	10,000	Total Signature Events	\$198,313	Software License	45,000
Total Investing Income	310,000			Stewardship	2,000
Total Revenue	\$3,226,000			Telephone	1,500
				Credit Card fees	20,000
				Total Administration	\$117,280
				Total Expense	\$1,323,093
				Net Income	\$1,902,907

FOCUS ON IMAGING CAMPAIGN

INCOME: Pledge & Revenue Flow

Projected Annual Divisional Pledges as a Percentage of Total Anticipated Divisional Pledges

Campaign Phase	Target according to Chart of Standards	2021/22	2022/23	2023/24	Total
Leadership (Top 45)	\$7,600,000	40%	40%	20%	100%
Major Gifts (\$10,000+)	\$1,400,000	5%	80%	15%	100%
Community Gifts (Under \$10K)	\$700,000	10%	60%	30%	100%
Family	\$300,000	10%	60%	30%	100%
\$10,000,000					

Revenue - Projected Annual Divisional Revenue

Campaign Phase	Target according to Chart of Standards	2021/22	2022/23	2023/24	Totals
Leadership (Top 45 - \$25,000+)	\$7,600,000	\$1,700,000	\$1,700,000	\$4,200,000	\$7,600,000
Major Gifts (\$10,000+)	\$1,400,000	\$37,500	\$600,000	\$762,500	\$1,400,000
Community Gifts (Under \$10K)	\$700,000	\$35,000	\$210,000	\$455,000	\$700,000
Family	\$300,000	\$15,000	\$90,000	\$195,000	\$300,000
Total	\$10,000,000	\$1,787,500	\$2,600,000	\$5,612,500	\$10,000,000

Assumptions:

- 1) all pledges will be paid over three years in equal installments
- 2) the first payment will always accompany the pledge
- 3) all aspects of campaign organization will run precisely according to the current projected timetable
- 4) Leadership Gift Division begins June 2021
- 5) Major Gift & Community Gifts begins June 2021
- 6) Family Gifts begin Spring 2022

EXPENSES

Item	Explanation	2021/22	2022/23	2023/24	Totals
Salaries		\$84,000	\$84,000	\$84,000	\$252,000
Contract Consultants					
Communication	Consultants; Communications plan, Blackbaud configuration, Grants	\$50,000	\$25,000	\$25,000	\$100,000
Office Expenses					
Office Supplies	Misc. supplies, research materials	\$2,000	\$1,000	\$500	\$3,500
Communication Expenses					
Postage and Courier	Correspondence, invitations to events, donor correspondence, Campaign newsletter. Community Solicitation, General Postage and Courier; Community Gifts' mail drop (15K pieces)	\$2,000	\$2,000	\$1,000	\$5,000
Printed Promotional Materials	Campaign case, brochure, envelopes, presentation folders, newsletters	\$20,000	\$10,000	\$10,000	\$40,000
Advertising/Promotion/ Publicity	Campaign Announcements - ongoing	\$5,000	\$5,000	\$5,000	\$15,000
Website	New page, recognition	\$5,000	\$5,000	\$5,000	\$15,000
Other Expenses					
Meetings	Refreshments for meetings and presentations	\$5,000	\$2,500	\$2,500	\$10,000
Special Events	Cultivation Event, Campaign Launch, Family Campaign Launch, Victory Celebrations	\$5,000	\$5,000	\$5,000	\$15,000
Travel-related Expenses	Cultivation presentations, solicitation meetings in Huntsville, surrounding area, GTA	\$5,000	\$2,500	\$2,000	\$9,500
Recognition	Public Recognition - Main Campaign recognition display (in DI area), Family Campaign incentives, Newspaper/Magazine thank you ads; signage acknowledging support of major investors outside and throughout	\$15,000	\$10,000	\$10,000	\$35,000
Totals		\$198,000	\$152,000	\$150,000	\$500,000



Focus On
Imaging

a Huntsville Hospital Foundation Capital Initiative

The Sprott Foundation Diagnostic Imaging Department Capital

— MRI	\$5,000,000
— CT Replacement	\$1,500,000
— Mammography Essential with Tomosynthesis	\$580,000
— General X-Ray Room	\$500,000
— X-Ray Room #1 Fluroscopy	\$450,000
— X-Ray Room #3	\$450,000
— Cardio PACS System	\$150,000
— Bone Mineral Densitometer (BMD) <i>(System Replacement & Computer Upgrade)</i>	\$115,000
— Echocardiograph Equipment	\$75,000
— Non-Invasive Ventilators (BiPap)	\$33,000
— Ultrasound Machines	\$22,500
— ETCO2 Monitor for Vents	\$6,000
— Ambulatory Blood Pressure Monitors	\$5,500
— Portable Suction Unit	\$3,000

**Costs indicated are for equipment only and do not include potential renovation costs*

\$8,890,000

Construction \$ +

TOTAL CAMPAIGN GOAL \$10,000,000

SECTION 5

STRATEGIC PLAN

STRATEGIC PLAN



Vision:
Healthcare for Life, Here!



Mission:
Inspiring Giving to Support Huntsville Hospital

STRENGTHS

PEOPLE MOMENTUM
BRAND AWARENESS
COMMUNITY DONOR RELATIONSHIP DEPTH, BREADTH & REACH
GOOD FINANCIAL POSITION

WEAKNESSES

SHORT TERM THINKING (BUSINESS AS USUAL) VS LONG TERM NEEDS (CAPITAL CAMPAIGN)
EDUCATION OF DONOR BASE – HEALTHCARE COSTS (GOV'T SUPPORT)
YOUNGER DEMOGRAPHIC
DONOR FATIGUE RESOURCES/REACH
MAHC RELATIONSHIP/HEALTHCARE PROFESSIONAL MISUNDERSTANDING

OPPORTUNITIES

MOMENTUM: Major Gifts and Seasonal residents
PASSIONATE COMMUNITY: Fear of losing hospital
LAKE OF BAYS: trust and respect gained, replicate model on other lakes
DEMOGRAPHIC: Senior population
GOLDEN HOUR: New property owners north of Huntsville – new market (to hospital)
MINISTRY OF HEALTH: MAHC on their radar.
RELATIONSHIP: Seasonal residents, Christine Elliot & Rob Ford and Municipal Leaders
INFLUENCERS: Identify in other location areas
HEALTHCARE WORKERS/DOCTORS: Increase relationship, utilize physician champions as influencers with other allied health
BUILD BRIDGES: doctors and hospital. **DOCTORS:** Donors give to Doctors, tell doctor stories **PARTNERSHIPS**
YOUTH ENGAGEMENT
VISITORS TO THE AREA

THREATS

SKEPTICISM AND MARKET PERCEPTION: one or two hospital confusion
MAHC: Lack of trust
RELATIONSHIPS COMMUNICATION
PERCEPTION FROM COMMUNITY ON TIME WASTED IN LAST FIVE YEARS MINISTRY/BUREAUCRACY
SICK KIDS VS LIMITS CAMPAIGN (\$1.3 BILLION)

PEOPLE

BOARD: Diverse skilled and connected board
STAFF:
Right resource Level Retention Continuity Development Succession
STEWARDSHIP:
Invest/Data Cultivation All Donors
VOLUNTEER:
Recruitment Development Advocacy

FUNDRAISING

CAMPAIGN: Early opportunities to start early
MAJOR GIFT:
Communications/we are going to have a hospital
Local businesses/businesscares-campaign
Economics will benefit from hospital build
Asset naming
Planned Giving
Donor Refresh, annual
Government user fee strategy, Algonquin Park
Replicate LOB model
Stroke center and other major assets of Huntsville Hospital
LCBO coin boxes

COMMUNICATION STRATEGIES

\$2 million/year for capital equipment/technology not funded by Government
Two hospitals declared – we are raising funds for Huntsville Hospital
Committed to Local Share
Write core messages within next 5 months
EVENTS
Keep Bigwin Golf and After Party event until decline in sales/lack of interest
Increase third party events
OBJECTIVES
1. \$1.6 million/year
2. Build a reserve fund that is \$10 million by 2029 (2019 costs)
3. Increase Brand Avidity



SECTION 6

GENERAL RESOURCES

DONOR BILL OF RIGHTS:

Adopted as a founding principle by the Board of Directors of the Huntsville Hospital Foundation May 1998

PHILANTHROPY is based on voluntary action for the common good. To assure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors have full confidence in the Huntsville Hospital Foundation, we declare the Donor Bill of Rights be adopted as a governing principle;

1. To be informed of the Foundation's mission, of the way the Foundation intends to use donated resources, and its capacity to use donations effectively for their intended purposes.
2. To be assured that the information about their donations is handled with respect and with confidentiality to the extent provided by law.
3. To have access to the Foundation's most recent financial statements.
4. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.
5. To receive appropriate acknowledgment and recognition.
6. To be informed of the identity of those serving on the Foundation's Governing Board, and to expect the Board to exercise prudent judgment in its stewardship responsibilities.
7. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
8. To be assured their gifts will be used for the purposes for which they were given.
9. To be informed whether those seeking donations are volunteers, employees of the Foundation or hired solicitors.
10. To have the opportunity for their names to be deleted from mailing lists that the Foundation may intend to share.

HUNTSVILLE HOSPITAL FOUNDATION BOARD MEMBER ONLINE RESOURCES:

- Board Meeting Schedule
- Board Members Skill Profile Grid
- Orientation Manual
- HHF Strategic Plan
- HHF Board of Directors Contacts 2023-2024
- HHF Board Meeting and Contact Schedule 2023-2024
- HHF Annual Budget 2023-2024 | Focus on Imaging Campaign Budget
- MAHC 2023-2024 Capital List
- Vision/Mission
- HH Foundation Policies
- Foundation Letters Patent
- Foundation Bylaw
- MAHC HIROC Liability Coverage
- Guide for Financial NFP Organizations
- 20 Questions NDP should ask
- OHA Guide to Good Governance

FOUNDATION WEBSITE MEMBER LOGIN

INSTRUCTIONS TO ACCESS RESTRICTED INFORMATION FOR BOARD MEMBERS ONLY

1. Visit <https://huntsvillehospitalfoundation.ca/>
2. At the bottom of the page you will find a link "Log In". Click on this for site login.
3. Enter your Username (first name) & Password (Foundation). Logins are case sensitive. Default password is Foundation1984!.
4. Once logged in click on Board Members tab at the bottom of the screen and then half way down the screen click on board meeting for the packages.

CHANGE SYSTEM PASSWORD: Once you are logged in change your password for security as well as to something easier to remember. Click on "My Account" (bottom right screen)," then click on the blue link to change your password.

FORGOTTEN PASSWORD: Open the members login page and click on Lost your password at the bottom of the login screen.

FUNDRAISING RESOURCES:

Association of Fundraising Professional International (AFP) - <http://www.afpnet.org/>

Association of Fundraising Professional Toronto Chapter (AFP) -

<http://www.afptoronto.org/>

Imagine Canada - <http://www.imaginecanada.ca/>

CRA Charities & Giving - <http://www.cra-arc.gc.ca/chrts-gvng/menu-eng.html>

CRA Guidance - <http://www.cra-arc.gc.ca/chrts-gvng/chrts/plcy/cgd/fndrsng-eng.html>

Charity Village - <http://charityvillage.com/>

Charity Info - <http://www.charityinfo.ca/>

Volunteer Canada - <http://volunteer.ca/>

Carters - <http://www.carters.ca/>

PROFESSIONAL ASSOCIATIONS:

AFP – Association of Fundraising Professionals - <http://www.afpnet.org/>

AHP – Association of Healthcare Professionals - <http://www.ahp.org/>

CAGP – Canadian Association of Gift Planners - <http://www.cagp-acpdp.org/>

PROFESSIONAL DESIGNATIONS:

CFRE - Certified Fund-Raising Executive

ACFRE - Advanced CFRE

FAHP - AHP Fellow