

*to our health*  
A New Hospital for Colchester East Hants

Big Campaign  
Small Community  
Big Results

Colchester Regional Hospital Foundation  
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**Agenda**

- Getting ready for the challenge of a lifetime
- Volunteer and leadership investment
- Roller coaster ride - keeping them in their seats
- Multi-communities and stakeholders

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**Context**

- Campaign for a new hospital in Truro - Colchester Regional Hospital
- \$20 million+ Campaign
- First major campaign in 15 years
- Largest gift in previous campaign - \$60,000
- Successful and top of mind charitable cause
- Multi-community based constituency of 73,000
- Four municipal governments

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## Context continued

- Need for Major Gifts Moves Management program initially to raise sights in the community
- Communications strategy- positioning
- Campaign Leadership became an issue
- Push the campaign forward - Family and Pacesetter
- Office of the Chairs
- Issues arising:
  - Site
  - Goal is increased
  - timelines

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## The "Scary Chart"

### Colchester Regional Hospital Foundation Chart of Giving Standards

Objective: \$25,000,000

Number of Gifts	Amount	Total	Cumulative Total	% of Goal
1	\$4,000,000	\$4,000,000	\$4,000,000	16%
1	\$2,000,000	\$2,000,000	\$6,000,000	
3	\$1,000,000	\$3,000,000	\$9,000,000	
3	\$750,000	\$2,250,000	\$11,250,000	
4	\$500,000	\$2,000,000	\$13,250,000	
3	\$250,000	\$750,000	\$14,000,000	56%
4	150,000	\$600,000	\$14,600,000	
10	\$100,000	\$1,000,000	\$15,600,000	
15	\$70,000	\$1,050,000	\$16,650,000	
40	\$50,000	\$2,000,000	\$18,650,000	
50	\$40,000	\$1,500,000	\$20,150,000	
100	\$25,000	\$2,500,000	\$22,650,000	
50	\$15,000	\$750,000	\$23,400,000	
100	\$10,000	\$1,000,000	\$24,400,000	
Numerous other investments		\$525,000	\$25,000,000	100%

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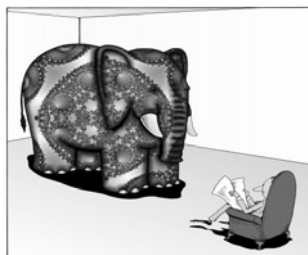
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No one talks about the ...



© 2004

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## How to Make a Large Goal Less Scary

- Break it down - it's all manageable in pieces
- Clear communication with all involved
  - No one said this was going to be quick and easy
- What does a large goal - and a new hospital - mean to a community this size?

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## Leadership is Essential

- How and why I became involved
- Generational project in more ways than one

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## Lead by Example - an early lesson learned



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### Leadership and a team effort

- Recruiting a Campaign Team
- My role and the role of other volunteers on the Campaign

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### What surprised me

- The donors from nowhere
- Delays don't always hurt you
- Volunteer Leadership
- Physician Interest and Participation
- The attitude of the Municipal groups

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### Volunteer Investment

- Dividends volunteers receive for their investment
- Challenges inherent in recruiting volunteers:
  - significant time lapse since the last campaign

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## Beginning the Rollercoaster Ride

- No sketch - we've never been here before
- The total cost for building the new hospital kept rising
- The challenge of the funding formula

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## Rollercoaster continues

- Building public trust and maintaining momentum
  - No confirmed budget
  - No site activity
  - No public communication
  - No confirmed design
- Building trust and maintaining momentum behind the scenes
  - How much information do you reveal to the various stakeholders?  
Boards, Campaign Cabinet, donors, volunteers, the public....

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## Challenge of Change

- Change in Foundation leadership
  - ED with 18 years tenure departs
  - Moving from staff person to ED
- Inserting oneself into the campaign
  - Campaign Month / My month 1
  - Coming up to speed on all elements
    - Process and Volunteers
- Issues



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## The Challenge of the Unexpected

- Headline in local *Truro Daily News*:

*"Hospital to cost millions more and take longer than estimated .... Minister of Health"*

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## The Challenge of the Unexpected

- Headline in Chronicle Herald - provincial paper:

*Doctor: Hospital needs MRI  
"Idea of building a new regional facility without an MRI is incomprehensible...."*

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## The Challenge of Change

- Managing expectations
  - Budget increased to \$155 million
  - Accompanying changes to project
  - Communication with and involvement of regional Health Authority
  - Communication with Volunteers
  - Communication with Public

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## Municipal Component - Proxy for Many

- Working with municipal units - interests, agendas
  - There are 4
  - Negotiation is an understatement
  - All have a right to their stake in the new hospital
- Strategy
- It's a learning experience...what we take away



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## Where did the funds come from?

- Pacesetter Gifts - \$19.5 Million -- 77% gifts of \$100,000 +
- Leadership Gifts - \$2.2 Million -- 8% - gifts of \$50,000+

85% of the funds came from Pacesetter and Leadership Gifts



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## Building More than a Hospital

- Building relationships with sectors previously untapped
  - Agricultural Sector
    - Recruitment of leaders within the Dairy Farming Industry
    - Two presentations to Dairy Community by Executive Director and Campaign Chair
    - The volunteer's interest in giving something back to the community
    - Their plan to make it work
- Building on Relationships that already existed
  - The Importance of your Hospital Auxiliary

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**Small Community- Big Hearts**

Community responded to the challenge  
Patience and Persistence  
Bar has been raised  
New Hospital presents myriad possibilities  
Pride Community feels

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Thank you  
Questions?

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