

## HEALTH SYSTEM DEVELOPMENT

### 1. Notable Accomplishments

The Health System Development Office has developed its \$500 million campaign plan and organizational structure with the Decade Plan as a guide. Clinical fundraising priorities include new facilities for Cancer and Children's and a broad range of programmatic support that will enable Health System faculty and staff to deliver models of care. Research fundraising goals include funds to recruit new faculty, new research space, campaigns focused on major human diseases, and new fundraising mechanisms to engage faculty and educate development staff about research programs. Education fundraising objectives include new facilities (a model Medical Education Building containing a Simulation Center); funding for teaching incentives and recognition, including the Academy of Medical Educators; and funding for scholarships. Our Community Service initiatives include priority outreach programs identified in conjunction with Health System leadership. In addition, the spirit of community engagement informs our relationships with Health System volunteers who serve on our boards and councils.

#### **Campaign preparation/fundraising infrastructure**

- Developed a comprehensive \$500 million campaign plan (released in February 2005) with areas of disease focus (such as cancer, cardiovascular, diabetes, neuroscience, and children) extending from basic science to patient care, as well as Medical Education and Nursing Education.
- Created case materials focused on capital projects, including a master case statement and "mini-cases" for Cancer, Children's, Medical Education, and Nursing.
- Reorganized HSDO staffing and operational resources. Departmental programs and alumni territories are now fully staffed.
- Established a constructive collaboration with the Medical Alumni Association/Medical School Foundation (MAA/MSF), including a recently revised Memorandum of Understanding with HSDO.
- Created the University of Virginia Health Foundation (UVaHF) Board of Trustees and recruited 11 members representing diverse expertise and health interests, all of whom have provided substantial philanthropic support.
- Instituted new performance measures for development staff. Visits and contacts increased by more than 70 percent from FY04 to FY05. So far during the campaign (1/1/04-1/31/06), development officers have made 6,896 total contacts, including 3,795 face-to-face visits.
- Restructured center-based volunteer committees, defining volunteer mission and emphasizing fundraising objectives.
- Held the first Volunteer Advisory Forum in September 2005, including more than 200 attendees representing areas across the Health System.
- Implemented "Fundraising 101" to engage Health System faculty as partners in the campaign.

- In collaboration with the Office for Research, created a new searchable database of private funding opportunities for Health System researchers.
- Worked with the Medical Center and School of Medicine to create a Special Guest Services program for hospital patients in order to better identify existing benefactors and future donors.
- Created “Making a Difference” brochure with information on fundraising needs across the Health System. This piece will be included in the Patient & Family Handbook distributed to every patient admitted to the hospital (40,000 a year).
- Provided a variety of venues for development staff to learn about research programs; emphasized 1:1 interaction with individual faculty members in performance goals.
- Garnered recognition from our peers for our campaign achievements.
  - The Health System is a model for campaign efforts across the institution: our case materials are a standard University-wide, and we are among the leading units in percent of campaign goal achieved.
  - HSDO staff members have presented fundraising panels to audiences of clinicians and development professionals at Association of American Medical Colleges (AAMC) and Council for the Advancement and Support of Education (CASE) sessions. Dean Garson and volunteer Randy Shure presented on development to the AAMC deans in spring 2006.

### **Campaign results to date**

- \$194,682,622 in gifts/pledges booked through 1/31/06. This represents nearly 39 percent of the \$500 million campaign goal in 26 percent of time elapsed for the campaign. (Note: This total does not include the Ivy Foundation’s \$45 million gift, which has not yet been booked pending completion of the gift agreement.)
  - Approximately 50 percent of these funds have come from medical alumni and other individuals; the other 50 percent have come from corporations, foundations, and organizations.
  - Total includes \$23.8 million for Cancer, \$3.8 million for Children’s, \$4.2 million for Diabetes, \$4.9 million for Heart, \$48 million for medical education, \$4.8 million for Neuro, and \$10.4 million for Nursing.
  - Total includes 25 gifts of \$1 million and above.
  - Currently there are 34 pending proposals with a total value of over \$22.5 million.
- Secured the lead gift for the campaign: a \$45 million commitment from the Ivy Foundation to establish a new translational research building (MR7) and support the Cancer and Children’s clinical facilities. This is the largest capital gift in the Health System’s history and will be one of the University’s lead gifts at the September 2006 campaign launch. The translational research building funded through this gift will house the newly-created Virginia Institute for Clinical and Translational Research (VICTR).

- Other major commitments include \$12.5 million from the Claude Moore Charitable Foundation to name the Medical Education Building, \$5 million from Claude Moore to name the Nursing Education Building, and \$5 million from the Smithfield-Luter Foundation for cancer prevention programs.
- On track to raise \$30 million for the Claude Moore Medical Education Building.

**Plans that were not accomplished**

- Increasing the Health Foundation Board to 23 members within the first year (currently 15). We aim to reach 20 members within 2 years and a sustainable board size of 23 within 5 years (see goal sections below).

**2. Two-Year Goals and Metrics for Success**

**Supporting the creation of models for all of US**

- Implement “Fundraising 102,” working more closely with clinical chairs and faculty groups, and integrating basic science with clinical programs.

**Supporting improvement in rankings**

- Leverage transformational gift publicity into national recognition of the UVa Health System.
- Participate in national conferences with peers (AAMC, CASE), presenting to audiences of clinicians and development professionals.

**Improving HSDO/UVa Health Foundation operations**

**Campaign progress**

- Exceed 50 percent of campaign goal (\$250 million+) prior to September 2006 campaign launch.
- By FY08, raise a sustainable annual total of \$55-60 million in cash and new pledges. (This figure includes grants.)
- Complete the fundraising campaign for the Claude Moore Medical Education Building.
- Raise funds needed for the Cancer Center clinical facility.
- Focus on fundraising for endowments to recruit and retain faculty who will be creating model Health System programs. This includes funding for endowed chairs and new vehicles for start-up funding for “rising stars.” Goal is to raise \$70 million for these initiatives through the remainder of the campaign.
- Identify a next tier of priority programs in conjunction with Health System leadership.
  - Create the second phase of Health System campaign materials and case statement to be used after the campaign launch, reflecting the University’s overall themes and key messages.
- Redesign PULSE as a campaign newsletter focused on campaign priorities.

- Create fundraising materials for the Academy of Medical Educators and promote it in publications.
- Continue to increase volunteer engagement in the campaign.
  - Hold the second Volunteer Advisory Forum in spring 2007, including training and working sessions for volunteers across the Health System.
  - Engage chairs of program and center-based volunteer groups through regular communication with the Health Foundation Board Chair.
- Launch the Health System Faculty and Staff Campaign in 2007; determine goal for percent participation.
- Grow the Health Foundation Board to 20 members.
- Hire new Cancer Center development team to fill recent vacancies (by fall 2006).
- Publish the Diabetes and Heart campaign “mini-cases.”
- Create a plan and case materials for the \$20 million Neurosciences campaign.
- Foster collaborations between development staff and SOM/MC faculty and staff to create a HIPAA-compliant culture of philanthropy from grateful patients.
  - Define role of development office liaison assigned to a clinical department to encourage faculty identification of grateful patient donors and prospects. Set defined appointment schedules to ensure regular contact with faculty, and emphasize fundraising awareness of, and contact with, other clinical staff.
  - Create single-page development plans for these departments.
  - Continue to collaborate with the Medical Center and School of Medicine on developing amenity-based service programs.
  - Expand and enhance direct mail programs to both donor and acquisition lists.
  - Present on development at LAM 2006.

### **General**

- Carry out a “mid-term” external audit of all Development activities including specific methodology for exceeding the campaign goal of \$500 million.
- Based on outcome of charter legislation and proposed Strategic Initiative Assessment, develop sustainable plans for funding HSDO and UVaHF operations.
- Continue to coordinate projects and messages with MAA/MSF, focusing on parent engagement and reunion programs.
- Build collaborations with Health System Marketing.
- Improve our website and electronic communication with donors.

- Improve coordination of Health System shared prospects and moves management tools (BSR database and reporting).
- Work to improve our state dollars per medical student; currently we are ranked 57 out of 75 public medical schools for state support provided per medical student.

### **3. Five-Year Goals and Metrics for Success**

#### **Supporting the creation of Models for All of US**

- Determine specific fundraising goals for model research programs focused on the practice of medicine and the quality of health care.

#### **Supporting improvement in rankings**

- Continue to leverage transformational gift publicity into national recognition of the UVA Health System.
- Continue to participate in national conferences with peers (AAMC, CASE), presenting to audiences of clinicians and development professionals.

#### **Improving HSDO/UVa Health Foundation operations**

##### **Campaign Progress**

- Raise \$500 million by the end of the campaign (12/31/11).
- By FY11, raise a sustainable annual total of \$65-75 million in cash and new pledges. (This figure includes grants.)
- Raise funds needed for the new Children's Hospital clinical facility.
- Raise a total of \$70 million in faculty support for "rising star" scholar funds and endowed chairs by the end of the campaign.
- Raise \$22 million total for fellowships and scholarships by the end of the campaign.
- Sustain the fundraising focus on clinical and research programs in cancer, children's health, diabetes, cardiovascular, and neurological diseases, plus additional program priorities determined in conjunction with Health System leadership.
- As VICTR evolves, determine specific fundraising goals for emerging research areas, e.g. molecular epidemiology, regenerative medicine, drug discovery.
- Continue to redefine campaign priorities, including aspirational goals when appropriate (e.g. the potential inception of the School of Public Health, or named Health System centers).
- Increase the Health Foundation Board to 25 members.
- Identify and raise funds for priority outreach programs (e.g. cancer outreach and prevention, which is critical to gaining NCI comprehensive status).

**General**

- Improve resources for online giving.

**4. Resources Needed and Barriers to Success**

- Appropriate and expedited access to patient demographic data must occur in order for the Health System to realize our full fundraising potential.