

SAN GORGONIO MEMORIAL HOSPITAL FOUNDATION
General Plan for ICU Campaign

(NEED \$6,000,000)

1. Purpose of the Campaign

- A) To enlist 200 campaigners to actively support the Hospital's mission and building of a new **Intensive Care Unit**.
- B) To discover and develop leadership giving men and women an opportunity to render significant service to their community.
- C) To interpret the work of the Hospital to community individuals and businesses in the pass area in order to build good will.
- D) To raise the money needed to help the Hospital expand its facilities to maintain quality health care.
- E) To maintain the tenor of a "successful organization moving forward".
- F) To strengthen the Hospital's visibility in the pass area and to involve a larger number of individuals and businesses in its success and activities.

2. Decisions Concerning the ICU Capital Campaign (Campaign)

Official authorization and clearance for the **Campaign** will be as follows:

- A) The Director of Development and Chairman of the Campaign effort in consultation with the **Campaign Steering Committee** will determine the campaign structure, dates of the campaign, the General Plan and campaign budget.
- B) The Director of Development and Chairman of the Campaign in consultation with the Campaign Steering Committee will initiate and develop all preliminary campaign work, and determine, through the closing of the campaign, all matters concerning the campaign not requiring action of the Foundation Board.

3. Campaign Director

The Director of Development of the Hospital will be the Campaign Director and will:

- A) Relate the experience of similar campaigns in other Hospitals to the local situation in order to ensure adherence to proven practices.
- B) Prepare a General Plan for the **Campaign**, indicating the procedures to be followed and the outline of the **Campaign**.
- C) Prepare instructions and provide detailed information for the guidance of the **Campaign**.
- D) Advise the **Campaign Steering Committee** and the Foundation Board concerning all aspects of the **Campaign**.
- E) Manage all staff and administrative services related to the **Campaign**.
- F) Outside campaign counsel may be enlisted as needed.

4. Organization

The following volunteer forces must be enlisted and integrated for the ICU Capital Campaign:

- A) Campaign Steering Committee (15 members)
- B) Board Solicitation Committee (3-5 individuals)
- C) Physician Solicitation Committee (3-5 individuals)
- C) Employee Solicitation Committee (20-25 individuals)
- D) Leadership Gifts Solicitation Committee (5-7 individuals)
- E) Major Gifts Organization (25 campaigners)
- F) Community Campaign Organization (100 campaigners)
- G) Public Relations Committee (3-5 individuals)

5. Campaign Steering Committee

- A) This Committee will review and approve policies and procedures relative to the organization and conduct of the **Campaign**.
- B) The membership of the committee will consist of key hospital and community leaders and Campaign Committee Chairman as listed above.

6. Board Solicitation Committee

- A) This committee is appointed by the Board Chairman with the purpose of demonstrating to the community the Board's 100% support of the campaign.
- B) The committee's responsibilities will include face-to-face solicitation of every member of the Hospital and Foundation Board of Directors. The total amount of the pledges shall be the "Board Unit Gift" and would be announced as such during the kick-off of various campaign phases.
- C) The Campaign Director will provide complete instructions for the guidance of this group and be available for counsel.

7. Physician Solicitation Committee

- A) The Hospital CEO in consultation with the Chief of Staff shall appoint this committee.
- B) The committee's responsibility will include face-to-face solicitation of every active physician and medical group serving our Hospital.
- C) The Campaign Director will train and guide the efforts of this campaign phase including strategizing the level of giving.

8. Employee Solicitation Committee

- A) The purpose of this effort will be to involve as many employees as possible to demonstrate to the community a commitment of the staff to the overall project.
- B) The efforts of the Employee Solicitation shall be completed prior to the kick-off of the Major Gifts effort.
- C) The Campaign Director will provide detailed instructions to this committee and be available for counsel.

9. Leadership Gifts Committee

- A) Samaritan (\$100,000 & up), Founder (\$50,000 & up) and Benefactor (\$25,000 & up) type gifts are essential in advance of the community-wide campaign. The Campaign Director will assist in the development and evaluation of prospect lists for this level of giving
- B) The organization shall consist of a Chairman and 4 campaigners. These campaigners will be capable of securing the gifts necessary to ensure the success of the **Campaign**.
- C) The Campaign Director will provide complete instruction for the guidance of this organization.

10. Major Gifts Committee

- A) Patron (\$5,000 & up), Builder (\$10,000 & up) and Benefactor (\$25,000 & up) type gifts and above are essential in advance of the community wide campaign. The Campaign Director will assist in the development and evaluation of prospect lists for this level of giving.
- B) This organization shall consist of a Chairman, 4 Vice-chairman and twenty (20) campaigners. These campaigners will be capable of securing the gifts necessary to ensure the success of the **Campaign**.
- C) The Campaign Director will provide complete instructions for the guidance of this organization.

11. Community Campaign Organization

- A) This is designed as the final phase of the campaign organization and will involve over 100 individual campaigners contacting approximately 1,000 potential donors.
- B) The organization will consist of a Chairman, 5 Division Leaders, 20 Team Captains and 80 campaigners. The campaigners will be capable of securing gifts in the range up to \$5,000.
- C) The Campaign Director will provide complete instructions for the guidance of this Organization.

12. Public Relations Committee

- A) This committee will be appointed by the Foundation Board and will provide a source of ideas to provide fun and incentives throughout the **Campaign**.

- B) This committee will assist in the design and development of various public relation tools needed to carry out the **Campaign** theme as:
1. Press kits, institutional brochures, charts, posters etc.
 2. Design appropriate gift opportunity packages
 3. Design appropriate donor recognition opportunities
 4. Develop a speakers bureau
- C) Plan several key receptions during the year promoting and educating the community regarding progress, opportunities and benefits of the **Campaign**.
- D) The Campaign Director will be the source for clearance of all information for promoting the **Campaign**.

12. Campaign Expense Budget

An expense budget designed to cover the direct expenses of the **Campaign** will be prepared by the Campaign Director and submitted to the Foundation Board for their approval not to exceed 5% of the **Campaign** goal.

13. Campaign Calendar

The Campaign Director will prepare a calendar scheduling all the important steps and meetings of the campaign. This calendar shall be approved by the **Campaign Steering Committee** and then developed into a complete chart of work.

14. Basic Principles Regarding Campaigning

The key to a successful campaign is adherence to the Campaign Proven Concepts and Practices and the Campaign General Plan.

In addition, the following principles must be recognized and stressed to campaign personnel if a successful and sound organization is to be built:

- A) Timing is important. There must be a timetable and deadlines for each step in building the organization.
- B) Communication is important. Frequent contact with those responsible for recruitment is vital. Responsible persons must be constantly informed through bulletins, letters, telephone and face-to-face meetings.
- C) Enlistments must be strictly accomplished by volunteers. Staff is available to go along in a support role. The volunteer must feel the responsibility to the lay person who enlisted him(er).

- D) Solicitation of funds must be accomplished by volunteers. Again, professional staff including the Hospital CEO, may be available to assist as required, but ought not to participate as campaigners in the table of organization. The one exception is the employee campaign.
- E) Each person recruited at every level of the campaign must have a clear understanding of what (s)he is expected to do. Every phase of the job assignment should be spelled out in detail.
- F) Meetings are important to facilitate the organizational process. They provide opportunities to secure complete understanding, to make decisions, to clear names, to do training, to generate enthusiasm, to develop strategy, etc.
- G) Follow-up is vital. After meetings are held there must be continual contact and stimulation to ensure processes are going on as planned.
- H) Immediate confirmation of all acceptances is important. When a person is recruited (s)he should immediately be thanked and receive a further spelling out of what is expected of him(er).
- I) Everyone in the campaign organization must be **personally financially committed** to the **Campaign** upon their involvement in the campaign organization. It is impossible to ask someone to be involved financially if the one asking has not already done so.
- J) This is a **CAPITAL CAMPAIGN** and will only be successful if multi-year pledges (3-5 year) are solicited.
- K) Procrastination spells D-E-F-E-A-T! Throughout the campaign the theme must be "Do It Now"! Never settle for anything less than 100%, both in effort and results.
- L) The personality of the campaign must reflect the POSITIVE, UP-BEAT, ENTHUSIASTIC and OPTIMISTIC attitude of every member of its staff and volunteer leadership! **We will succeed!**