

Using Strategic Planning to Envision Your Future

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**Georgia Health
Sciences University**

Leading Georgia And The World To Better Health



GHSU's Environmental Context

1. Never organized and implemented a capital campaign
2. Limited fundraising results
3. Fragmented between Colleges, faculty, staff, departments, health system, and University
4. Underdeveloped relationships with alumni, corporate partners, foundations, communities, and donors



GHSU's Environmental Context (*con't*)

5. No sustainable annual giving activity including mail, web, and face-to-face solicitations
6. No organized Grateful Patient program
7. Underdeveloped Children's Miracle Network program
8. No sustainable signature events



Academic Medicine's National Context

What Lies In-Between

Today

- “Fee for Service” & Volumes
- “*All Things to All People*” across the mission fronts
- New economic stressors on all fronts

1. Link Vision → Strategy → Focus
2. Multi-mission integrated budgets
3. Funds flow redesign
4. Core process redesign & reduce overall cost base by >20%
5. Care management capabilities & continuum-of-care linkages
6. Multi-mission education redesign
7. Rebalanced research foci
8. Redesign of promotion & tenure
9. Functional integration across AHC
10. IT-enablement of clinical & academic
11. Leadership development
12. Comp & incentive redesign
13. Employee health redesign
14. Strategic philanthropy

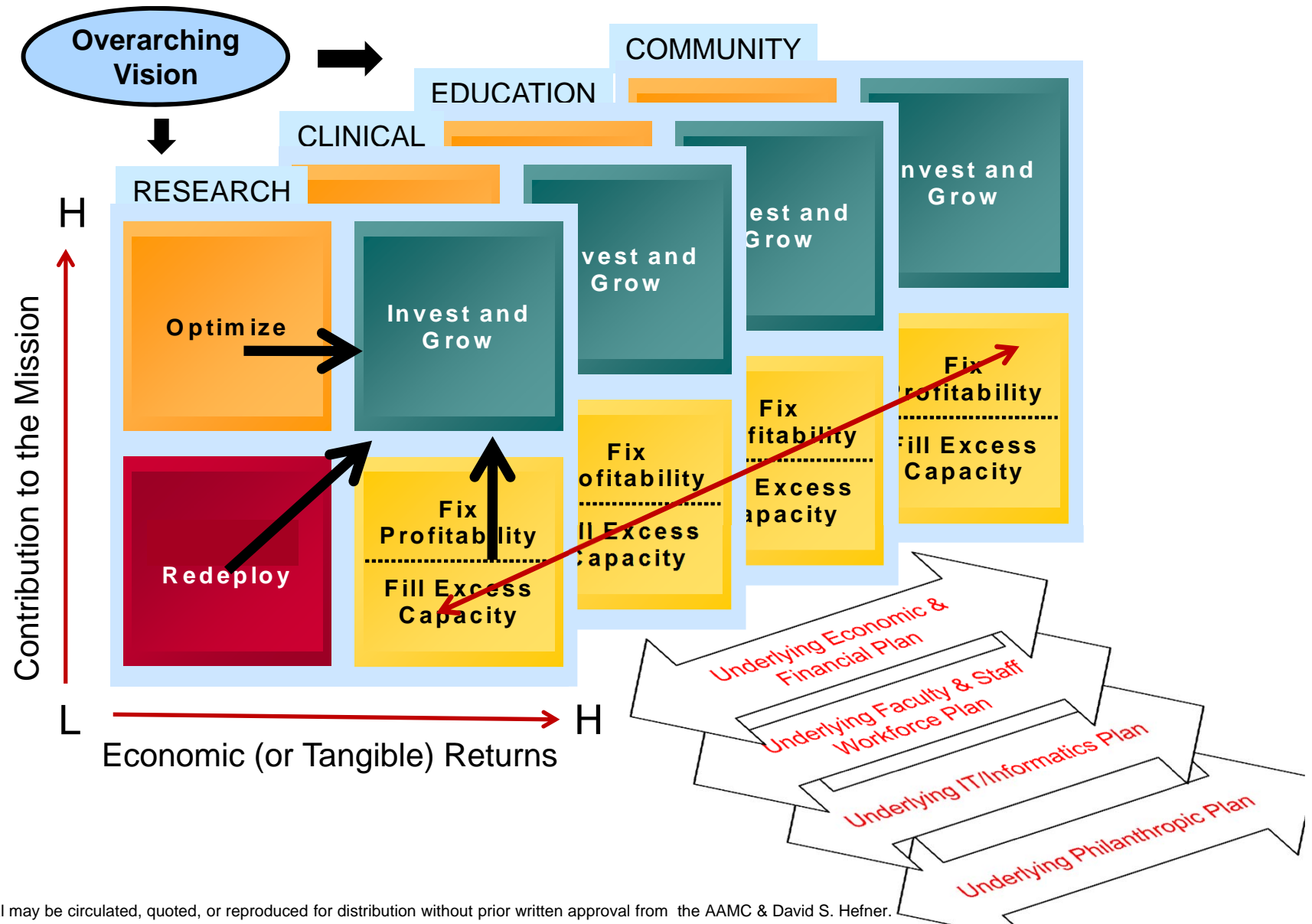
Tomorrow

- ACOs
- Exchanges
- Managing Populations
- Bundled Payments
- Capitation

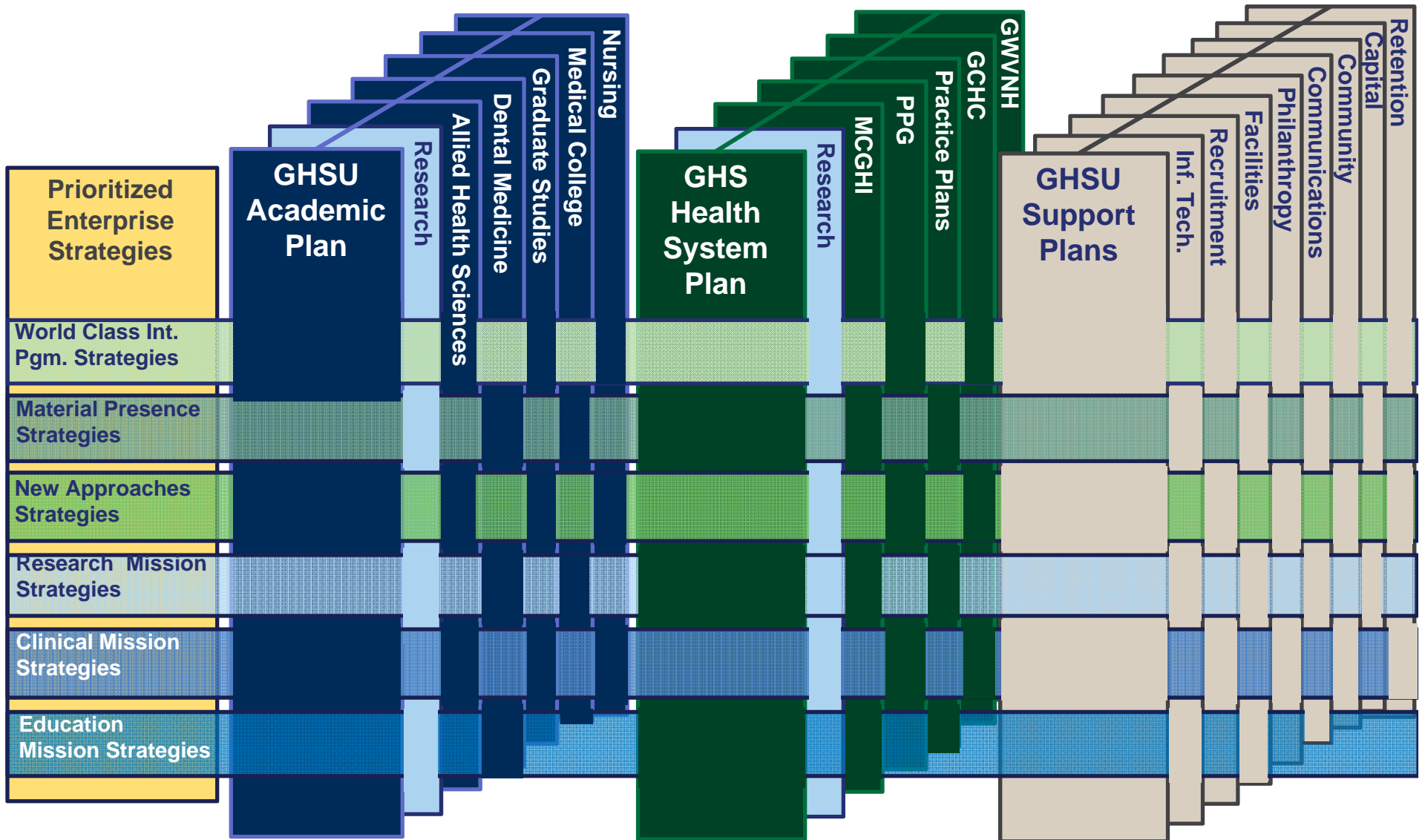
Linking Vision → Strategy → Focus → Philanthropy

Should We Be All Things To All People?

Resources to Allocate: money, space, people, time



GHSU Strategic Plan: Overall Plan Components



GHSU 8-Year Challenges

1. Graduate 25% more health care professionals annually
2. Double the research faculty and the amount of extramural funding
3. Achieve NCI-Cancer Center designation
4. Improve health outcomes for Georgians
5. Increase our direct annual economic impact to the state from \$2 billion to \$3 billion



Getting There Requires...

- More faculty
- More facilities
- More robust partnerships
- Better national reputation and rankings
- *And more philanthropic support*



Strategic Objectives

- Sustainable fundraising program
- Breakthrough performance
- Extraordinary major gifts
- Deeper alumni engagement
- Establish grateful patient program
- Create community presence & stronger relationships



Guiding Principles

- Link all advancement activities to enterprise strategic initiatives
- Engage internal and external leadership
- Personalize approach to every gift
- Large gifts first
- Leveragable sustainable philanthropic platform



Campaign Leadership

The following Organizational Chart summarizes the leadership structure for the Campaign



Timetable

2012-2013	2014-2016	2017-2018	2019-2020
<ul style="list-style-type: none"> • Establish basic Communications Plan • Recruit Campaign Chair/Co-Chairs • Recruit and build Campaign Steering Committee • Begin to build Grateful Patient Program • Determine Campaign Operative Materials • Establish Prospect Development Procedures • Establish Prospect Management and Tracking System • Determine highlighted Planned Giving vehicles 	<ul style="list-style-type: none"> • Campaign Kick-Off • Publish Case Statement • Conduct solicitation meetings with all Transformational and Cornerstone Prospects • Identify and cultivate prospects for Leadership and Major Gifts • Initiate Leadership Gift Requests among key constituents • Host special campus events • Distribute news releases and Campaign Newsletters 	<ul style="list-style-type: none"> • Initiate Corporate and Foundations Gift Campaign • Initiate Alumni Gifts Campaign • Initiate Staff and Employee Gifts Campaign • Ongoing solicitation of Leadership and Major Gift Requests • Continue Prospect Development Program • Construction updates and Progress Reports to Donors and Community 	<ul style="list-style-type: none"> • Continue Phase Specific and Project Specific efforts • Implement Donor Recognition Plan • Continue Prospect Development Program • Complete all solicitations of Transformational, Cornerstone, Leadership and Major Gift Requests



Input and Discussion



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