



STRATEGIC PLAN

2024-2028

BETTER HEALTH FOR ALL

Our plan to help build the very best health care environment for Nova Scotia's South Shore community.

ABBREVIATED VERSION

OUR PLAN IS TO HELP ENSURE BETTER HEALTH FOR ALL.

Our Foundation is part of the beating heart of Nova Scotia's vibrant South Shore community. For over 30 years, HSFSS -- together with its volunteers and donors -- has been dedicated to a singular and unwavering mission of ensuring that the very best health care environment is available to the residents of our region.

The health care climate in which we undertake our philanthropy-focused work has never been more challenging or complex.

It is with a profound sense of purpose to deliver meaningful solutions to these challenges, that we have prepared our new strategic plan, *Better Health for All*. This document is more than a mere roadmap. It is a declaration of our commitment to the residents of Lunenburg County and surrounding areas that we will rise to the unprecedented challenges before us in 2024, and devote our collective energy to helping build a truly vibrant health care environment that serves the needs of everyone.

Our journey in developing this strategic plan has been informed by a community that has supported our work since 1988, our partners, our Board members and volunteers, our staff, and our medical community. It has also been informed by the remarkable, ground-breaking success of our recent “*Brighter Days*” capital campaign, through which our donors and friends sent a clear message of their willingness to help propel the Foundation forward as an agent of positive change.

At its core, our mission is simple yet profound: to bring our South Shore community together, to invest collectively in medical equipment, innovations, programs, professionals, and technologies that will help deliver better health for all of us.

We aim to build greater awareness within the community; to strengthen relationships with key stakeholders that share our aspirations; to maintain the highest standards in board governance and financial transparency; to implement best-in-class donor stewardship; and to grow our fundraising

activities around thematic focuses that resonate with our donors, and that align with the most pressing needs of our local health system.

We envision a South Shore community where exceptional healthcare services are accessible to all, and where members of the health professions want to live and work. We see collaborations with government and other partners as central to our ability to mobilize community financial support, innovate, and invest in areas that deliver real solutions that have impact.

Broadening our Foundation's brand recognition, building an expanding community of supporters, enhancing donor trust, and constantly improving our efficiency and impact, will guide all of our operational decisions as a charity.

This strategic plan reaffirms our commitment to excellence and to the community we serve, while also acknowledging the new realities of both the health care and philanthropic environments in which we operate. And it is an invitation for all to join us as in finding and funding the truly difference-making innovations that will ensure the South Shore is a community where better health is not just a possibility, but a reality for all.

OUR VISION

WE ENVISION A HEALTHY AND THRIVING SOUTH SHORE COMMUNITY WITH ACCESSIBLE, EXCEPTIONAL HEALTHCARE SERVICES FOR ALL... A COMMUNITY IN WHICH OUR FOUNDATION INSPIRES THE PHILANTHROPIC SPIRIT IN EVERYONE INVESTS IN COMMUNITY HEALTH AND HEALTH CARE INNOVATIONS EMBRACES DIVERSITY HELPS CREATE A COMMUNITY IN WHICH HEALTH PROFESSIONALS LOVE TO LIVE AND WORK AND HELPS EMPOWER RESIDENTS TO ACHIEVE THEIR VERY BEST HEALTH OUTCOMES

We see a South Shore community confident in its access to healthcare services of the highest quality. There are no barriers preventing residents from receiving the best available care, including preventative care and health programs that enhance overall well-being and enjoyment of every life stage.

Working hand in hand with our donors and friends, HSFSS contributes to the creation of an unrivaled healthcare environment, with state-of-the-art facilities and cutting-edge equipment in which our exceptional health professionals can thrive.

Our efforts make the South Shore a welcoming and attractive place for healthcare professionals to live and practice. Newcomer professionals from diverse cultural experiences are supported, are confident in their understanding of our systems, and are embraced whole-heartedly by our community.

Our collaborations with government partners are strengthened, fostering improved alignment, coordination, and communication with other system stakeholders whose principal concern is health services excellence for residents of the South Shore.

The financial investments of the Foundation and its donors extend beyond the walls of hospital facilities, finding and funding innovative and effective solutions to practical health care challenges that impact our fellow community members.

Throughout the region we serve, our work as a Foundation is more broadly recognized, more deeply understood, and community members see us as approachable and trustworthy. We are the charity of choice for members of our communities and beyond.

OUR MISSION

THE FOUNDATION'S MISSION IS TO BRING OUR SOUTH SHORE COMMUNITY TOGETHER TO INVEST COLLECTIVELY IN MEDICAL EQUIPMENT, INNOVATIONS, PROGRAMS , PROFESSIONALS AND TECHNOLOGIES THAT WILL HELP DELIVER BETTER HEALTH FOR ALL.

Our core purpose is to improve our hospitals and help fortify our local health care ecosystem.

We are at the forefront of supplementing health services and resources delivered by our provincial government. With a focus on the health and well-being of the residents of the South Shore, we collaborate and innovate to find ways to fill systemic gaps, deliver grass-roots innovations, and accelerate the sourcing of equipment and personnel that are critical to improving our communities' health.

We accomplish this through ethical fundraising, exemplary financial stewardship, genuine partner relationships, and celebration of our donors, with whom we work to ensure exceptional healthcare remains available and accessible close to home.

We collaborate with donors, government partners, health services professionals and Foundation friends to attract and deploy philanthropic resources in ways that help improve our health care systems, and the health of our community members.

We work to kindle the spirit of generosity of those that live and work here, and to nurture a philanthropically minded community.

The Foundation plays a crucial role in the smooth integration of healthcare professionals from diverse professional and personal backgrounds, into our community. We work proactively to help co-create an environment that attracts, supports and retains top calibre health services and medical professionals.

OUR VALUES

WE ARE GUIDED BY A SET OF CORE VALUES WHICH DRIVE OUR COMMITMENT TO IMPROVING THE LIVES OF THOSE WHO LIVE ON THE SOUTH SHORE.

Community-Centric: We prioritize the needs and well-being of the local community in all our endeavors, striving to make a positive and lasting impact on the health of the South Shore region.

Integrity: We conduct all aspects of our work with honesty, transparency, and a commitment to ethical standards, earning the trust and confidence of our donors, partners, and stakeholders.

Collaboration: We foster strong partnerships and collaborative efforts with healthcare professionals, local organizations, and government to enhance the overall health infrastructure of the region.

Innovation: We embrace innovation in our Foundation's operations, and seek creative solutions to address healthcare challenges at the community level.

Compassion: Our actions are guided by a deep sense of compassion for individuals facing health challenges. We approach our work with empathy and a genuine desire to improve the well-being of others.

Stewardship: We are dedicated stewards of the resources entrusted to us, ensuring that funds are used efficiently and effectively to support hospitals, medical equipment, and impactful healthcare initiatives in our community.

Inclusivity: We celebrate, promote, and work to accommodate diversity in all its forms, recognizing the value of different perspectives and experiences. We actively promote participation by those from all backgrounds and circumstances in the life and work of the Foundation.

Accountability: We take responsibility for our actions and decisions, being accountable to our donors, beneficiaries, and the community. Open communication and measurable outcomes are integral to our commitment to accountability.

Continuous Improvement: We strive for continuous improvement in all aspects of our operations, seeking opportunities to enhance our impact, refine our strategies, and stay at the forefront of healthcare philanthropy.

Professionalism: We uphold the highest standards of professionalism in our interactions, operations, and representation, fostering an environment of trust and credibility within the South Shore community and the broader Nova Scotia healthcare sector.

STRATEGIC GOALS, PRIORITIES, AND ACTIONS

TO REALIZE OUR VISION AND FULFILL OUR MISSION PROMISE, WE ARE COMMITTED TO MEETING THE FOLLOWING STRATEGIC GOALS, AND HAVING CLEAR PRIORITIES AND ACTIONS GUIDE OUR WORK.

GOAL #1. INSPIRE PHILANTHROPY AND COMMUNITY ENGAGEMENT

PRIORITIES: Foster community philanthropy, build greater brand recognition, and nurture exceptional donor relationships through a tailored donor stewardship plan, refreshed branding, enhanced donor connections, and an upgraded marketing strategy.

ACTIONS:

- Cultivate a philanthropic spirit within the South Shore community, promoting active engagement among residents and emphasizing their agency in our mission of improving health care for all.
Create a new, clear, distinct and easily recognizable brand
- identity that sets us apart from other charitable organizations.
Prioritize stewarding valued donor relationships and
- exceeding donor expectations.
Develop a bespoke donor stewardship plan that will leverage
- all opportunities to publicly recognize donors' philanthropic impact on community health care, and that articulates specific operational tactics for relationship management and ongoing cultivation of prospective donors.
Develop more opportunities to build connections between
- donors directly, and through ambassador members of our medical professionals community.

- Develop a comprehensive marketing and communications strategy and plan that builds content around our vision, mission, and priority projects, with a focus on greater use of digital media.

GOAL #2. TARGETED INVESTMENT IN COMMUNITY HEALTH AND HEALTH CARE INNOVATIONS

PRIORITIES: Seek and allocate financial resources to enhance community health and address healthcare challenges, by pursuing innovative solutions, prioritizing preventive care, and supporting initiatives that eliminate access barriers.

ACTIONS:

- Allocate resources to support healthcare innovations, programs, equipment, initiatives, personnel, facilities, and technologies that enhance community health and well-being.
- Pursue creative solutions to address the most pressing healthcare challenges, including high emergency room volume, limited access to primary care and diagnostics, effective management of chronic health conditions, hospital bed turnover, community mental health, staff safety and well-being, retention of essential health care staff, as well as housing and childcare resources for medical personnel.
- Support initiatives that eliminate access barriers through community-based programs, clinics, and mobile diagnostics and testing services, addressing issues like transportation and accessibility.
Broker and communicate to the community, the list of the
- highest impact initiatives, where the Foundation and its donors can play a significant role as financial catalysts, and which lends itself to being translated into a compelling and comprehensive case for support.
- Work with qualified expert allies and funding partners to structure new, shared investment models that bring new solutions, services and programs that meet health system gaps.
Invest in programs and initiatives that assist and support health care providers in situ, and that contribute to their job

satisfaction and ability to be effective in their professional roles.

- Prioritize youth mental health and seniors’ wellness programming and health care professional recruitment and retention initiatives when seeking major gifts and grants.

GOAL #3. ENHANCE HEALTHCARE FACILITIES AND EQUIPMENT

PRIORITIES: Collaborate with donors to help ensure the availability of state-of-the-art hospital facilities and cutting-edge medical equipment, fostering an environment that enables our medical professionals to thrive and provide exceptional service.

ACTIONS:

- Work with health professionals and government partners to anticipate the need for necessary major equipment upgrades and replacements, particularly in areas like diagnostic imaging, and work to accelerate the process of acquisition through community investment.
- Build knowledge on the subject of i.t. innovations and mobile tech in the hospital setting, and prepare to seek funding partners.
- Identify and fund opportunities to “level up” the calibre of patient spaces in the old, unrenovated hospital areas, and explore the ability and willingness of donors to assist in funding initiatives that assist with hospital space utilization.

GOAL #4. ATTRACT, SUPPORT, AND RETAIN PHYSICIANS, MEDICAL, AND OTHER HEALTHCARE PROFESSIONALS

PRIORITIES: Lead a community-wide initiative to settle and retain healthcare professionals, engaging stakeholders, promoting the South Shore as an appealing place to live and work, offering support to newcomers, and fostering a collaborative healthcare community that ultimately achieves high rates of staff retention, through strategic actions.

ACTIONS:

- Actively participate in the smooth integration of medical and healthcare professionals into the community, including those from diverse cultures.

- Prioritize retention strategies in areas where comprehensive health services delivery is most vulnerable.
- Involve business and government stakeholders through a new community stakeholder committee model that supports the execution of the Foundation’s Operational Plan for Physician Settlement and Retention.
Develop a plan for settlement and retention program
- expansion (to professions beyond physicians), create information resources, and conduct regular community briefings to raise awareness that builds active support for healthcare professional retention efforts.

Foster professional mentorships and connections for new
- physicians, engage retirees, and build long term relationships with medical students who call the South Shore home.

Contribute to community-wide efforts that promote the
- South Shore as an attractive place for health services professionals to live and work, and promote work-life balance options and initiatives for physicians and health professionals. Investigate the role the Foundation can play in securing more housing and child care options for physicians, medical
- learners, and other essential health professionals.

Highlight the positive impact of physicians' and other health professionals’ contributions to the community through
- storytelling and testimonials.

Identify and empower physician ambassadors and leaders, enabling them to actively participate in decision-making
- processes related to Foundation-led retention strategies, and create platforms for them to share their insights, experiences, and ideas for program improvement.

Support initiatives that promote a collaborative workplace culture, collegiality, and cultural inclusion among physicians
- and other healthcare professionals.

GOAL #4. STRENGTHEN COLLABORATIONS WITH PARTNERS

PRIORITIES: Strengthen healthcare partnerships, improve community engagement, and address systemic healthcare gaps through enhanced collaboration with government entities, healthcare

professionals, and community stakeholders, while also increasing our physical presence in hospital facilities, and prioritizing education programs and close collaboration with Nova Scotia Health.

ACTIONS:

- Build robust partnerships with government entities to enhance alignment, coordination, and communication among all healthcare system stakeholders.
- Emphasize the formation of community-level alliances to ensure exceptional healthcare services for South Shore residents.
- Increase engagement of hospital personnel in the Foundation's activities and establish fresh connections with new community partners eager to participate in fundraising events and initiatives.
- Collaborate with donors, government partners, healthcare professionals, and Foundation friends to identify and rectify systemic gaps in healthcare services and resources, with a particular focus on grassroots innovations and sourcing critical equipment and personnel.
- Increase our regular physical presence in the Hospital facilities and scale up the frequency and nature of our interactions with our medical community.
- Create more and new opportunities for committed volunteers to engage in fundraising and Foundation-led healthcare support activities.

GOAL #5. ENHANCE FOUNDATION RECOGNITION, UNDERSTANDING, AND TRUST

PRIORITIES: Elevate Foundation recognition and trust through tailored marketing, consistent messaging, expanded digital presence, inclusive programs, diversified engagement, and strategic communications planning.

ACTIONS:

- Raise the Foundation's profile and expand awareness of its philanthropic role within the South Shore community.

- Strive to become the preferred and most approachable charity of choice for donors.
- Earn increased community trust by upholding ethical fundraising practices, financial stewardship, transparency, and relationship management.
- Craft messaging centered around the vision statement and specific projects and initiatives that excite donors.

- Maintain consistent messaging across platforms, emphasizing an expanded digital presence.
- Recognize and equitably celebrate donors to the capital campaign.
- Develop a comprehensive marketing and communications strategy to guide all external relations and community engagement efforts for the next five years.
- Deploy communications through a multi-channel strategy.
- Align messaging with strategic and fundraising priorities, providing clear and detailed information on priority needs.
- Enhance the Foundation's digital presence, focusing on website improvement and more strategic utilization of social platforms.
- Conduct regular community briefings on priorities and plans, to strengthen ties with stakeholders and identify new champions, creating visible community leaders.

GOAL #6. SUSTAINABLE GROWTH AND OPERATIONAL EXCELLENCE

PRIORITIES: Leverage success, visibility and brand trust, to engage a broader base of donors, diversify fundraising streams, build a robust planned giving file, scale up operational capabilities, maintain a focus on excellence in governance and financial management, embed greater marketing and communications capacity, and exceed donor expectations.

ACTIONS:

- Build the endowment to enable the interest it generates to underwrite fundraising operations.
- Build a comprehensive plan for planned and major giving, managed by staff while engaging key community leaders and professional experts as active participants.
- Shift donor focus from "sickness care" to funding preventative care and overall community health. Recalibrate fundraising program mix for growth and sustainability:
 1. Focus on retaining and growing activities that align with both stakeholder preferences and deliver strong ROI (Radiothon, Curl for a Cause, Direct Mail)
 2. Introduce new revenue-generating opportunities (a fall special event, new 3rd party events)
 3. Introduce new friend-raising events for key stakeholder groups (hospital and medical personnel)
 4. Focus on upgrades and growth in medium and monthly giving files.
- Maximize the opportunity to engage donor interest through site tours, donor recognition, and cultivation activities related to the construction and opening of the Regional hospital expansion.
- Design fundraising communications to appeal to a market demographic that is aging; increasingly aware of health system issues; and increasingly aware of social, cultural, and economic factors' influence on community health. Continuously evaluate fundraising activities for maximum efficiency, channeling resources into our mission.
- Augment staff compliment and realign responsibilities to accommodate an emerging focus on donor stewardship and recognition, cultivation, planned giving and marketing and communications.

- Build capacity with a view to preparing for the next major capital campaign. Prepare for a future capital campaign.