

Building Campaigns Around Non-Building Projects:

Raising money for people and programs as the landscape shifts



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If the world Was Perfect: Elements of a Successful Campaign

1. A compelling, static **case for support**
2. Committed, active and pace setting philanthropic **leadership**
3. An identifiable pool of **prospects that fits your gift table**
4. Fulsome strategies for **personal solicitations**
5. A highly coordinated **plan and timetable**
6. The discipline to appreciate that development is a relationship-building **process**, not an event



Institutional Perspective

- Technology from the Capital Investment Plan
- Epic
- Cogen Plants
- Decant costs

Donor Centered Perspective

- Funds for indigent patients
- Gifts to advance research
- Endowed Funds
- New/Incremental space

The fast-shifting healthcare landscape: Who Stole my needs list?

- Who Heads your Hospital? CEO? President? COO?
(Someone three rungs down on the System Org Table?)
- Consolidation
- Physician Groups coming and going
- Sleeping with the enemy: new and changing partners
- The About Face. Top priority facilities that don't get built

Moving Forward with Flexibility and Agility or... Paralysis

Strategies:

- Participate in Capital Investment Planning—a seat at the table!
- Broad Needs List/Open Architecture with above and below the line priorities
- Strong Physician and other care giver relationships
- Big Campaign Buckets: PEOPLE, SPACE, TECHNOLOGY



Empower yourself to marshal the resources of the entire organization:

- Clinical Chiefs
- Senior Administration
- Trustees
- **And Be a Confident System Leader**



Become a catalyst for
new approaches in
health and wellness:
the name of the game in
today's fast-changing
healthcare landscape.

“Who, within a hospital, most influences your giving decisions?”

Type of Hospital	Medical/ Nursing Staff	CEO/ President	Board/ Volunteer	Chief Development Officer	Other Fundraising Staff
Community Hospitals	19%	13%	14%	4%	3%
Academic Medical Centers/ Research Centers	21%	11%	14%	1%	0%
Children's Hospitals	17%	8%	10%	2%	8%

Source: Bentz Whaley Flessner 2015 Healthcare Survey



Hackensack
Meridian Health



4 hospitals ranked
in Top 10 in NJ



Health grades
America's 50 Best
Hospitals Award for
5+ consecutive years



6,500
Physicians



33,000
Team
Members



3

Academic
Medical
Centers



2

Children's
Hospitals



9

Community
Hospitals



4,024

Licensed
Acute Bed



\$5.5 B

Net Revenue



568,431

ER
Visits



153,185

Acute
Admissions



19,000

Annual Home
Care Visits



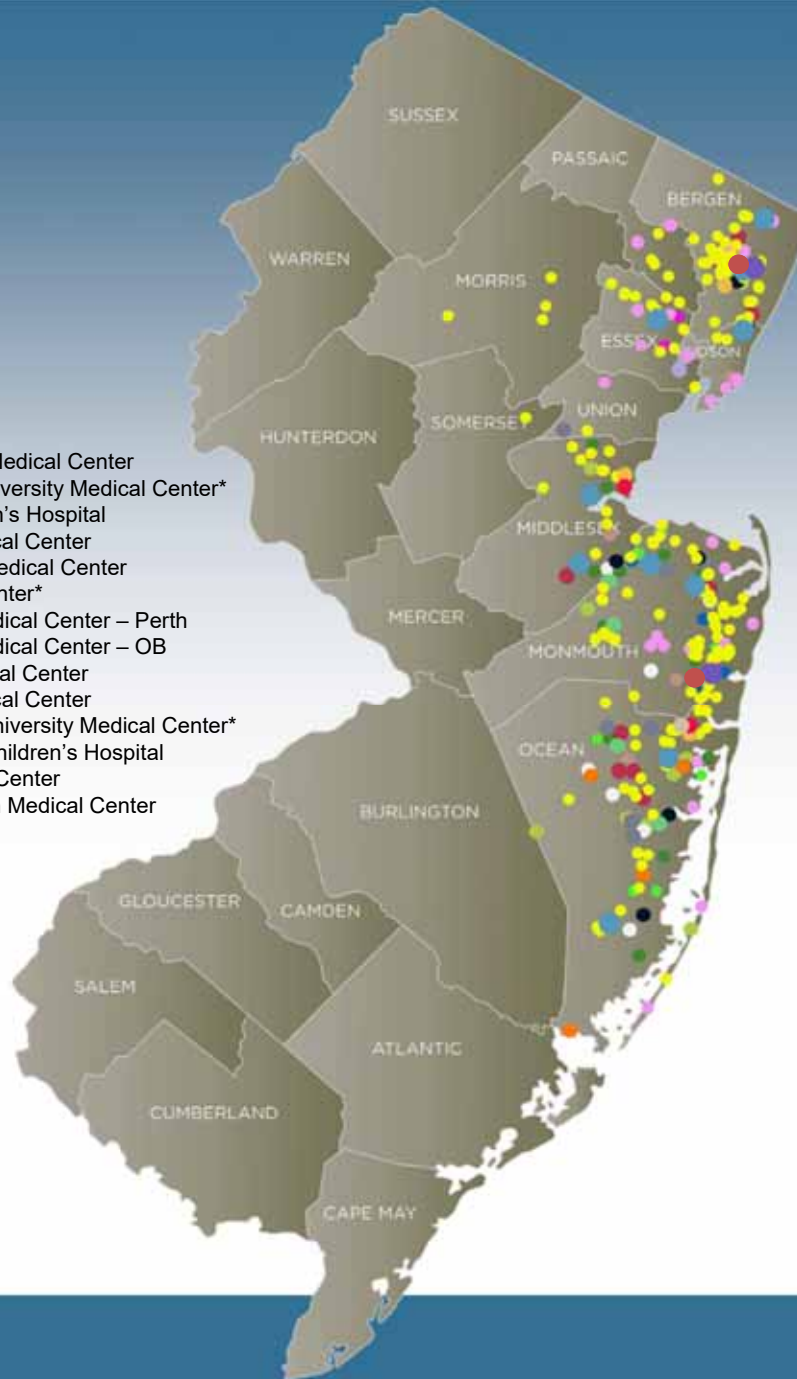
Hackensack
Meridian Health
Continuum of Care

More than 450 patient care and
physician practice locations
throughout the state

- | | |
|----------------------------|------------------------|
| ● Academic Medical Centers | ● Imaging Centers |
| ● Alert Ambulance | ● Innovation Lab |
| ● Behavioral Health | ● Integrative Medicine |
| ● Children's Hospitals | ● Laboratory Sites |
| ● Community Hospitals | ● Occupational Health |
| ● Convenient Care | ● Post Acute Living |
| ● Dialysis Centers | ● Rehabilitation |
| ● Fitness and Wellness | ● Sleep Centers |
| ● Health Village | ● Surgery Centers |
| ● Home Care | ● Medical Group |

Our Hospitals

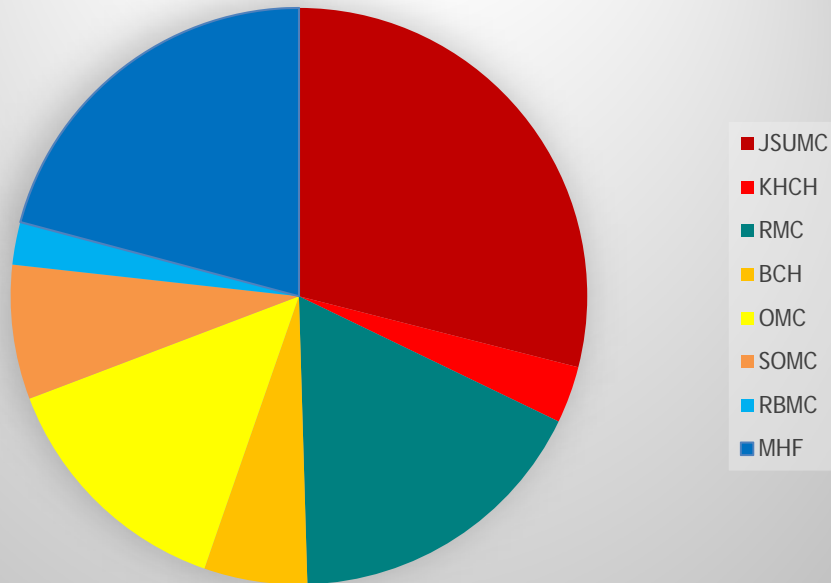
- Pasack Valley Medical Center
- Hackensack University Medical Center*
- Sanzari Children's Hospital
- Palisades Medical Center
- Mountainside Medical Center
- JFK Medical Center*
- Raritan Bay Medical Center – Perth
- Raritan Bay Medical Center – OB
- Bayshore Medical Center
- Riverview Medical Center
- Jersey Shore University Medical Center*
- K. Hovnanian Children's Hospital
- Ocean Medical Center
- Southern Ocean Medical Center



2018 Goal \$34.5M

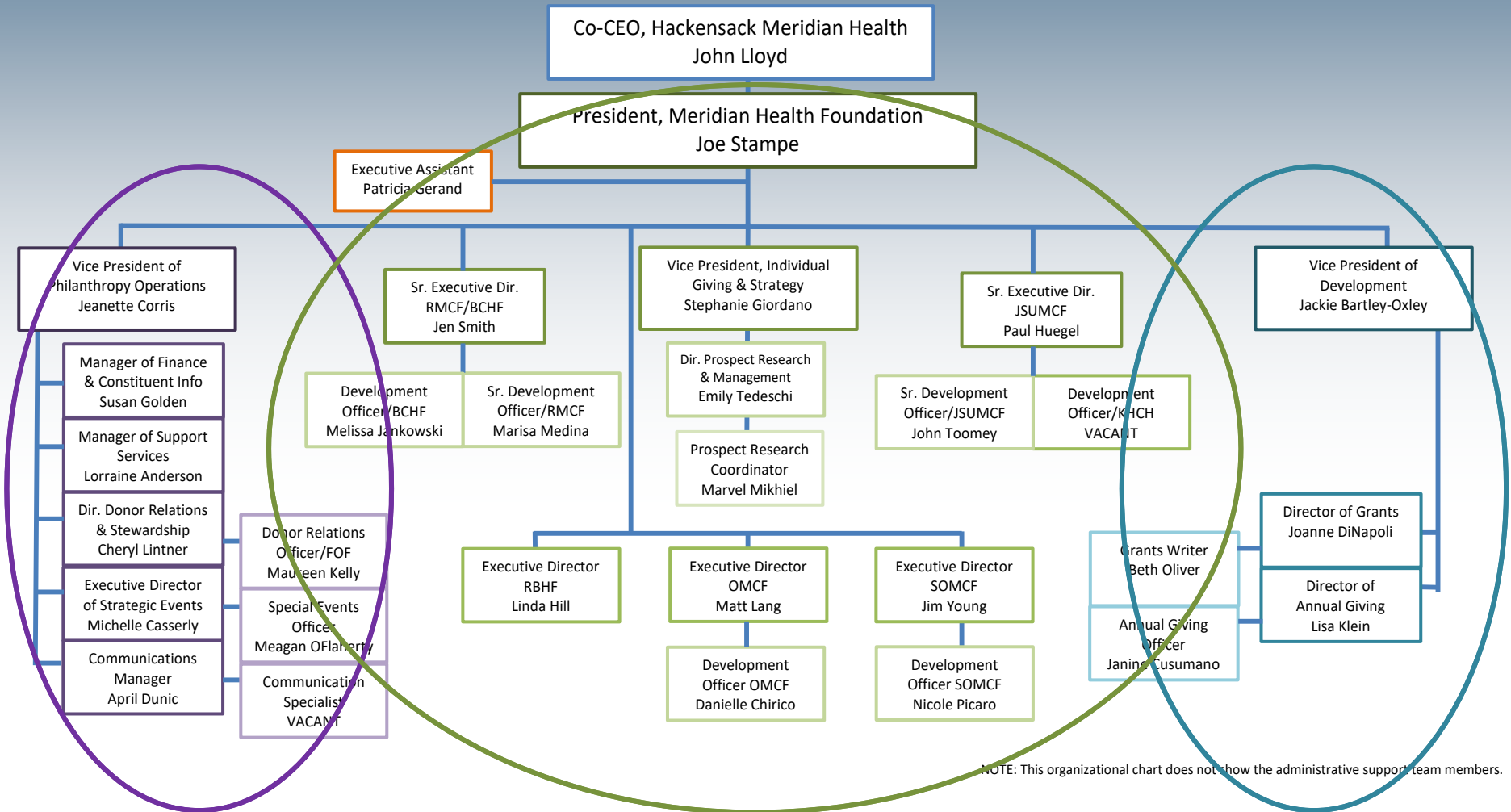


Chart Title



Campus	Dollars	%
JSUMC	\$10M	29%
KHCH	\$1.1M	3%
RMC	\$6M	17%
BMC	\$2M	6%
OMC	\$4.8M	14%
SOMC	\$2.6	8%
RBMC	\$824K	2%
MHF	\$7.4M	21%

MHF Org. Structure



Case 1: Meridian Health



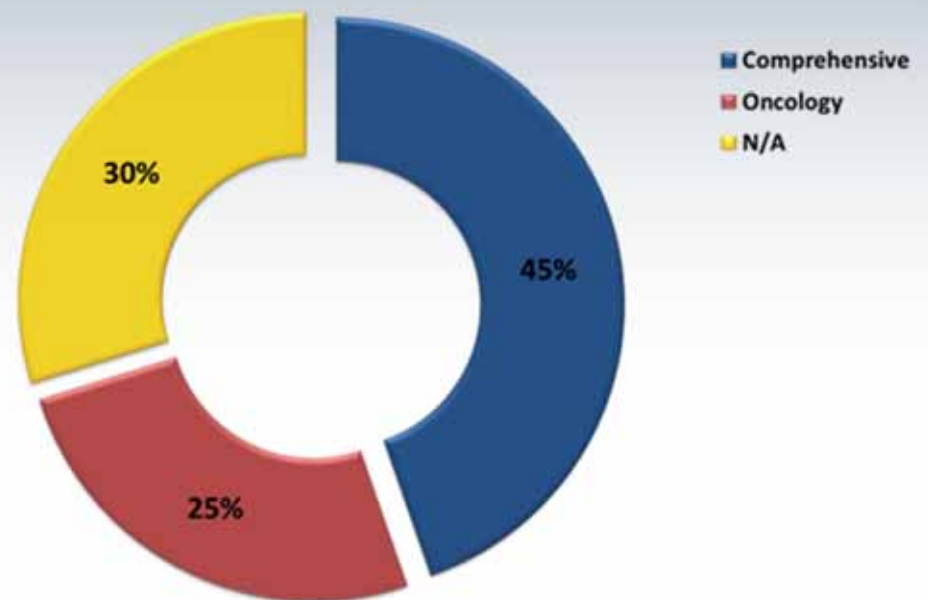
- 2013 – Meridian Health
 - 5 hospitals
 - \$2B in revenue
 - 6 integrated foundations
 - Raising \$20M per year
 - Approved capital projects/unrestricted dollars
- Fundraising prior had been rolling campaigns
- System Wide Campaign Concept
- Support Oncology
 - \$130M investment across health system

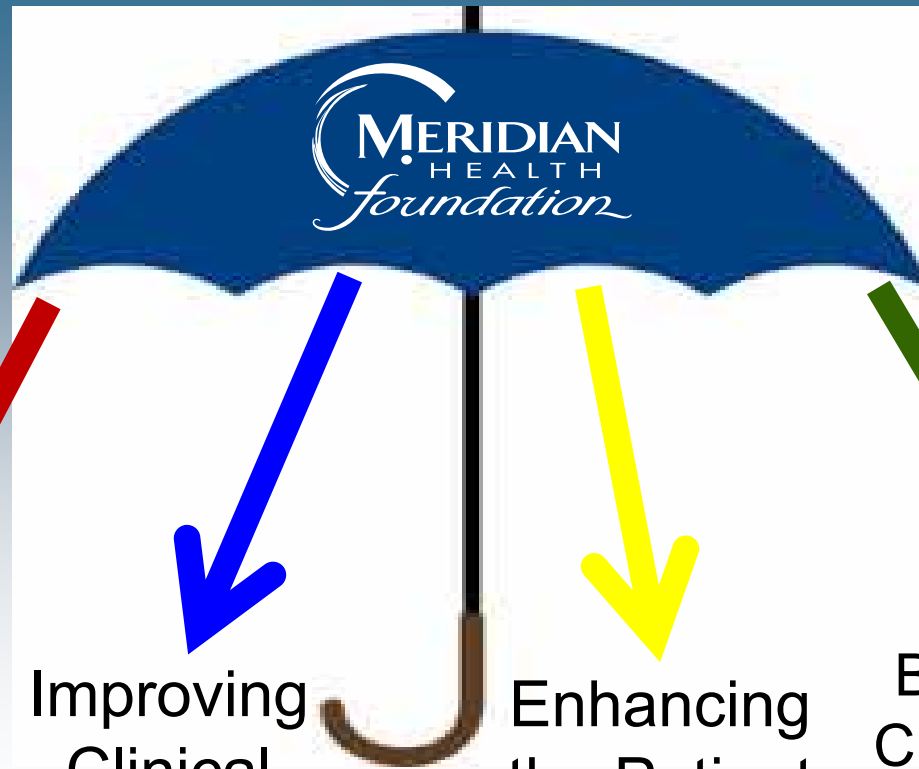
Feasibility Study Report

Summary of Findings

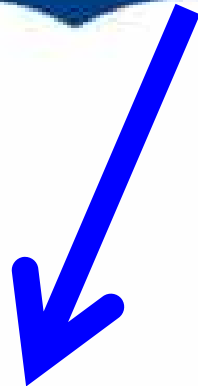
- Of the 70% who speculated an opinion regarding the type of campaign (oncology versus comprehensive), there was a marked division regarding their capacity and inclination.

Comprehensive vs. Oncology

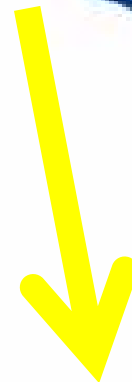
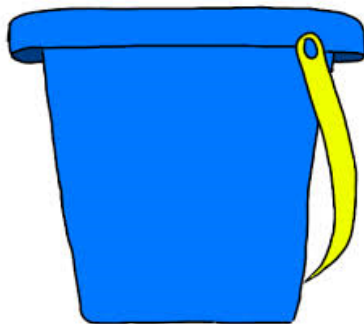




Oncology



Improving
Clinical
Outcomes



Enhancing
the Patient
Experience



Broadening Our
Clinical Research
and Academic
Programs



Innovative Philanthropy



- Integrative Medicine
 - Sleep
 - Activity
 - Purpose
 - Nutrition
 - Resilience
- Keeping people well (and out of the hospital)
- Gift would help launch program



Strategy Working in Other Areas



- Child Life Program - KHCH
- Pet Therapy - JSUMC
- Riker Symposium - RMC
- Pediatric Palliative Care - JSUMC
- Graduate Medical Education Program - OMC

Case 2: Princeton HealthCare



- PHCS building a new \$550M replacement hospital
- Feasibility Study suggested \$50M goal
- Board approved goal \$100M



Princeton, NJ



- Historic town
- Highly Educated
 - Princeton University
 - Institute for Advance Studies
 - Princeton Theological Seminary
 - Westminster Choir College
- Affluent
- Generous
- Many competing non-profits
 - Princeton University
 - Arts Council of Princeton
 - McCarter Theatre
 - YMCA Princeton
 - Princeton Public Library
 - Many, many others

A Creative Idea: A Campaign within the Campaign

- Project Budget only had \$200K for art
- Used studies to show art can have a healing impact
- Promised never to lead with “an Art ask”
- Princeton University raises money for art
- Art can be used as “way-finding”
- People might not give to hospital, but might support art



Art for Healing

- Over \$1.1M raised for art
 - From 25 donors
- We received 52 works of art from eight donors



Main Line Health®

LANKENAU MEDICAL CENTER

BRYN MAWR HOSPITAL

PAOLI HOSPITAL

RIDDLE HOSPITAL

BRYN MAWR REHAB HOSPITAL

MIRMONT TREATMENT CENTER

HEMOCARE & HOSPICE

LANKENAU INSTITUTE FOR
MEDICAL RESEARCH



11,357

Employees

2,000+



**Medical staff
members**

2,000+

Volunteers



1,355  **Licensed beds**

177,463  **ER visits**

60,233

Total discharges

7,602  **Births**

993,308

Outpatient visits

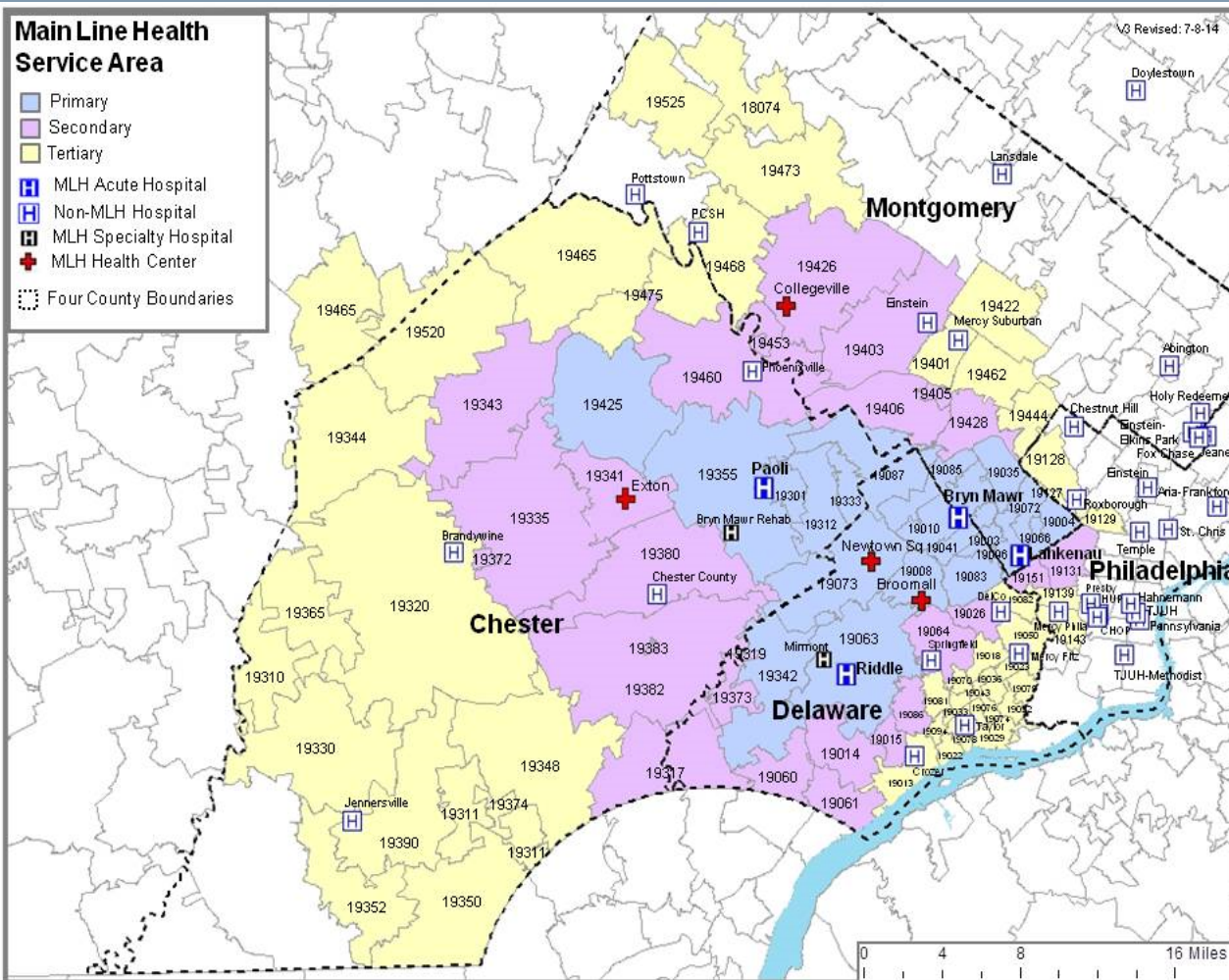
245,731 

Home Health visits

as of fiscal year 2018

Main Line Health Service Area

- Primary
- Secondary
- Tertiary
- MLH Acute Hospital
- Non-MLH Hospital
- MLH Specialty Hospital
- MLH Health Center
- Four County Boundaries



➤ 5 Hospitals

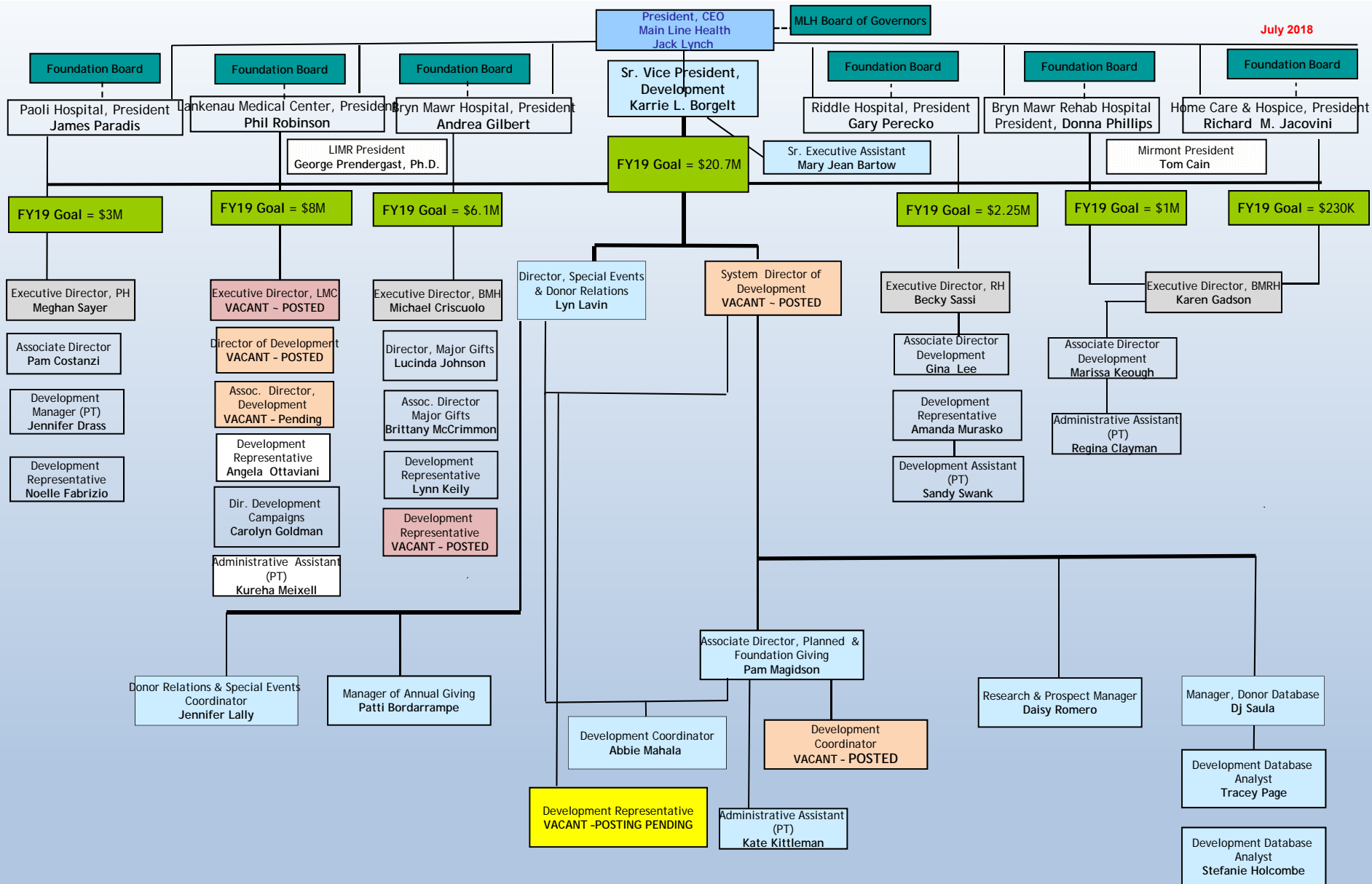
Lankenau Medical Center
 Bryn Mawr Hospital
 Paoli Hospital
 Riddle Hospital
 Bryn Mawr Rehab Hospital

➤ Development Statistics

Dollars Raised = \$18.4M

Cost Per Dollar Raised = \$.20

Expenses = \$3.5M



FY19 Main Line Health Development Team

Pancreatic Cancer Institute
Alignment of Donor Interests & Organizational Needs
Fox Chase Cancer Center

Donor Background/Gift
Structure:

- 93 year old
- Husband passed away from Pancreatic Cancer
- \$10M Commitment
- Combined gift (outright & estate)
- Donor & Financial Advisory a part of the gift discussion

Purpose of Funds:

- Fund Endowed **Chair**
Pancreatic Research
- Fund Basic & Clinical
Research
- Fund Database **Coordinator**
- Fund Annual Symposium in
Pancreatic Research

Funding = Chair, Research, Staff

Mesothelioma Research & Patient Navigator Fund
Alignment of Donor Interests & Organizational Needs
Penn Medicine ~ Abramson Cancer Center

Donor Background/Gift
Structure:

- Mother & 3 children
- Husband/Dad passed away from Mesothelioma
- \$250K (5 year gift agreement)
- Foundation established by family
- Funds generated from annual Golf Outing

Purpose of Funds:

- Fund Mesothelioma **Research**
- Fund a **Patient Navigator**

Funding = Research & Staff

Center for Integrative Medicine

Alignment of Donor Interests & Organizational Needs

Main Line Health ~ Bryn Mawr Hospital

Donor Background/Gift Structure:

- Husband & Wife
- Grateful Patients
- Strong Affinity to doctor
- \$2M commitment
- Outright cash gift

Purpose of Funds:

- Fund Integrative Medicine Center

Funding = Chair & Programs

Thank You

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