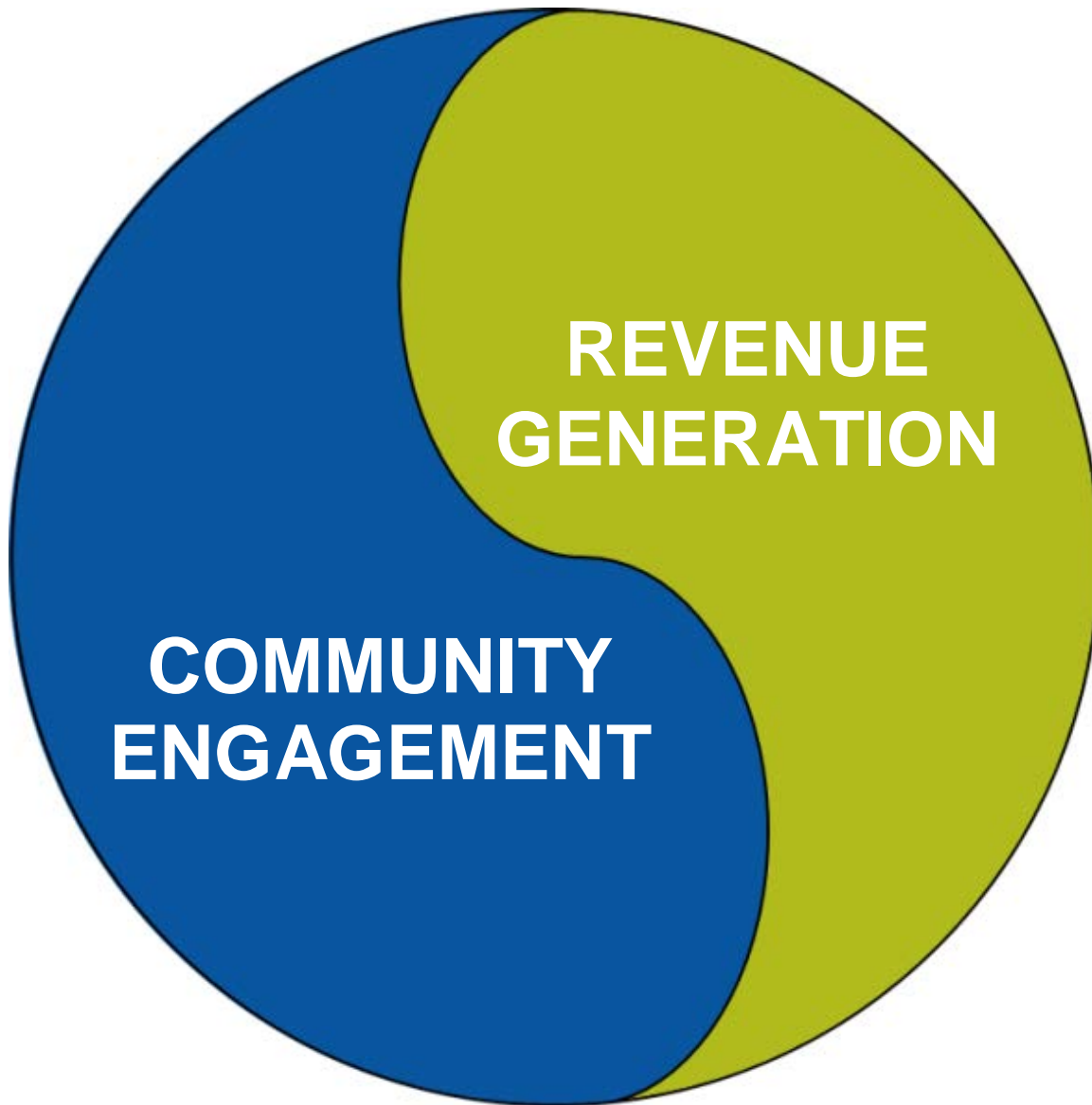


Strategic Plan



2014-2017



Vision

Inspire and earn the generous support of every member of our community.

Mission

To enable the growth of Markham Stouffville Hospital by raising sustainable funds and awareness for its priorities and ongoing needs.

Values

Our community is at the heart of all we do and this is demonstrated by our core values:

Care passionately about MSH: We take great pride in our hospital and appreciate the physicians, nurses, volunteers and staff who keep our community healthy each and every day.

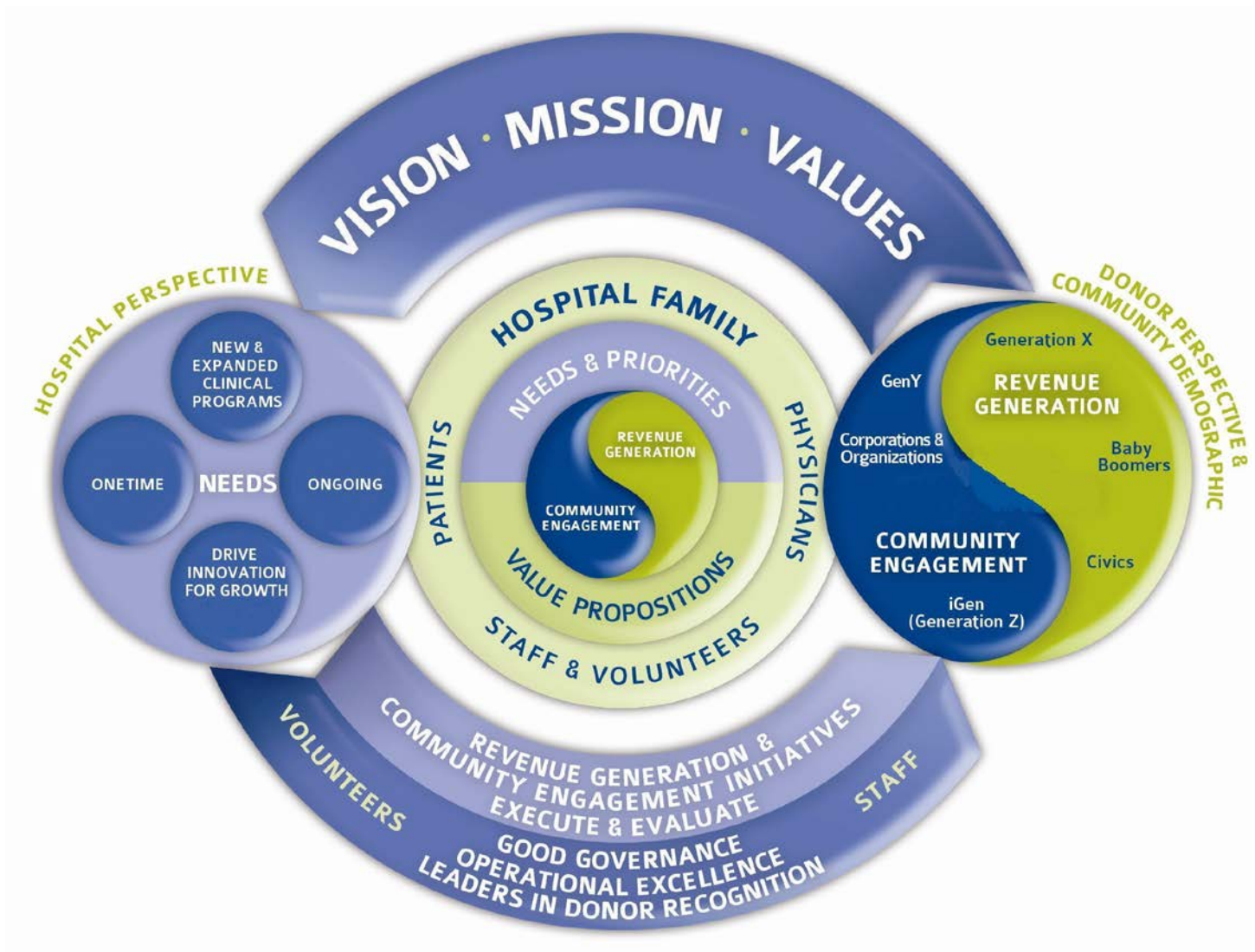
Respect & Community: We strive to understand our growing community while embracing change and building on our strong heritage. We believe that by working together we will achieve more.

Excellence & Quality: We aim to provide our donors and volunteers with the best possible experience and deliver the highest standard of service. We do what we say we will do and make every effort to exceed expectations.

Trust & Accountability: We are committed to uphold the highest standards of privacy and confidentiality. We act with integrity and fulfill our promises with the donations entrusted to us.



STRATEGY MAP 2014 - 2017





Strategic Pillars

Maximize revenue in support of MSH's needs & priorities and build on our reputation for operational excellence:

- For new & expanded clinical program including Paediatrics, Geriatrics, Interventional Radiology, Mental Health, Cardiac & Respiratory and Cancer Care;
- For onetime funding for leading edge surgery, diagnostics and enabling IT for patient centred care;
- To drive innovation for growth through an endowed Chair;
- For ongoing medical equipment to allow team to provide state-of-the-art patient care.

Increase awareness that results in support for our hospital now and in the future:

- Seek to inspire and earn the generous support of every member of our community;
- Transform our approach to special events and reach out to all new donor segments based on unique value propositions;
- Align awareness, outreach and engagement initiatives with the growing and changing community demographics in Markham and Stouffville to ensure that future generations continue to benefit from Markham Stouffville Hospital.

Be the organization of choice for staff:

- Attract and retain staff who care passionately for MSH and take great pride in our hospital and appreciate the physicians, nurses, volunteers and staff who keep our community healthy each and every day;
- Ensure we have the right staff focused on the right things and continue to invest in learning and growth.

Be the charity of choice for volunteers:

- Design a new volunteer model to support the Foundation's direct and indirect fundraising needs;
- Recruit high calibre volunteers and adopt and implement best practices for good governance;
- Implement a comprehensive volunteer management program to support our signature and community events;
- Inspire hospital volunteers in partnership with MSH Community Resources to raise greater awareness about the fundraising needs of the hospital.



Strategic Priorities

SP1. Drive revenue and build capacity in leadership giving:

- Invest in research to identify and expand donor pipeline and gain better understanding of our new donor segments as well as the growing and changing community demographics in Markham and Stouffville;
- Qualify donor/prospect pipeline based on link, interest and ability to support MSH;
- Prioritize and assign donors/prospects based on staff and volunteer resources and relationships. Maximize current resources before determining ongoing needs to support leadership giving;
- Integrate leadership giving with planned giving, corporate donations and event sponsorship;
- Dedicate increased resources to leadership giving through efficiencies and learning and growth opportunities. Increase resources by adding new staff for planned giving.

SP2. Expand our donor base through broader community engagement for sustainable future revenue:

- Build on annual fundraising initiatives and align with new donor segments and value propositions to raise money and awareness for MSH's needs and priorities;
- Develop a comprehensive donor acquisition strategy through community giving and event programs;
- Use traditional and emerging marketing and communications vehicles to raise awareness for MSH's needs and priorities, including advertising and social media campaigns;
- Develop program specific marketing and communications strategies to raise awareness and reach out in meaningful ways to our growing and changing community in Markham and Stouffville;
- Confirm the resources required to support marketing and communications activities, including social media specialist and website manager and hire the necessary resource(s) while providing learning and growth opportunities for current staff.

SP3. Be the industry leader in donor relations for increased revenue:

- Provide our donors and volunteers with the best possible experience and deliver the highest standard of service;
- Uphold the highest standard of privacy and confidentiality and set the industry gold standard for donor relations through effective stewardship and communications and recognition;
- Ensure we have the necessary resources dedicated to donor relations to exceed expectations and fulfill our promises.

Beliefs

We Believe our role is to help you maximize your health

We Believe we must deliver safe, high quality care

We Believe we must invest in our people

We Believe we must be accountable

We Believe our role is to help you maximize your health

We Will Do This By...

- Delivering programs that address your health care needs from birth through death
- Refining our programs and making required investments to meet the changing and diverse needs of the people we serve
- Developing our programs to include prevention, early diagnosis and rehabilitation
- Maximizing partnerships to support you in achieving a healthy lifestyle
- Evolving into a health care centre where our impact is felt beyond our physical walls

We Believe we must deliver safe, high quality care

We Will Do This By...

- Providing compassionate, patient-centered care
- Assessing and ensuring our clinical effectiveness
- Focusing on patient safety and reducing preventable harm
- Continually seeking ways to sustain and improve the way our care is provided
- Enhancing and developing formal linkages with our physicians and other providers to ensure the right care is provided at the right time
- Collaborating with research and innovation partners to enable early adoption of leading edge technologies and practices

We Believe we must invest in our people

We Will Do This By...

- Creating an environment in which our people are safe, valued and inspired to be their best
- Fostering an inter-professional collaborative team environment
- Maximizing information and technology to enable our processes
- Providing the education and support to adopt new technologies and leading edge practices
- Leveraging our role as a community teaching hospital

We Believe we must be accountable

We Will Do This By...

- Achieving efficiencies through a continuous focus on process improvement and collaborative partnerships
- Promoting robust information which will be the basis for benchmarking and decision making
- Treating each other with respect and communicating openly with patients, staff, physicians and broader community
- Being fiscally responsible and contributing to long-term sustainability of the health care system



Community Demographics: Population by Mother Tongue

MARKHAM - Detailed Mother Tongue		
Single responses	289,655	96%
Multiple responses	11,025	4%
Total Population	300,680	100%
Breakdown of Single Responses		
English	115,750	40%
French	2,035	1%
Non-official languages	171,880	59%
Total Single Responses	289,665	100%
Breakdown of Non-Official Languages		
Cantonese	47,460	16.38%
Chinese; n.o.s.	31,165	10.76%
Tamil	14,710	5.08%
Mandarin	14,350	4.95%
Urdu	6405	2.21%
Persian (Farsi)	5725	1.98%
Tagalog (Pilipino; Filipino)	4715	1.63%
Gujarati	4710	1.63%
Punjabi (Punjabi)	4375	1.51%
Italian	4265	1.47%
Korean	2885	1.00%
Arabic	2760	0.95%
Greek	2700	0.93%
Hindi	2460	0.85%
Russian	2035	0.70%
Spanish	1925	0.66%
Armenian	1445	0.50%
Macedonian	1375	0.47%
Hakka	1165	0.40%
German	1155	0.40%
Additional 70+ languages	14,090	4.86%
	171,875	59.34%

STOUFFVILLE - Detailed Mother Tongue		
Single responses	24,040	97%
Multiple responses	695	3%
Total Population	24,735	100%
Breakdown of Single Responses		
English	17,800	74%
French	195	1%
Non-official languages	6,045	25%
Total Single Responses	24,040	100%
Breakdown of Non-Official Languages		
Cantonese	950	4%
Tamil	700	3%
Italian	670	3%
Chinese; n.o.s.	455	2%
Tagalog (Pilipino; Filipino)	295	1%
Greek	260	1%
Urdu	230	1%
Mandarin	225	1%
Spanish	225	1%
Macedonian	215	1%
Arabic	145	1%
Portuguese	145	1%
German	140	1%
Gujarati	135	1%
Romanian	115	0%
Additional 47 languages	1140	5%
Total Non Official Languages	6045	25%

'Chinese, n.o.s.' includes responses of 'Chinese' as well as all Chinese languages other than Cantonese, Mandarin, Taiwanese, Chaochow (Teochow), Fukien, Hakka and Shanghainese.

COMBINED - Detailed Mother Tongue		
Single responses	313,695	96%
Multiple responses	11,720	4%
Total Population	325,415	100%
Breakdown of Single Responses		
English	133,550	43%
French	2,230	1%
Non-official languages	177,925	57%
Total Single Responses	313,705	100%
Breakdown of Non-Official Languages		
Cantonese	48,410	15%
Chinese; n.o.s.	31,620	10%
Tamil	15,410	5%
Mandarin	14,575	5%
Urdu	6635	2%
Persian (Farsi)	5725	2%
Tagalog (Filipino)	5010	2%
Gujarati	4845	2%
Punjabi	4375	1%
Italian	4935	2%

Statistics Canada. 2012.
Markham, Ontario (Code 3519036) and
York, Ontario (Code 3519) (table).
Census Profile . 2011 Census.
Statistics Canada
Catalogue no. 98-316-XWE. Ottawa.

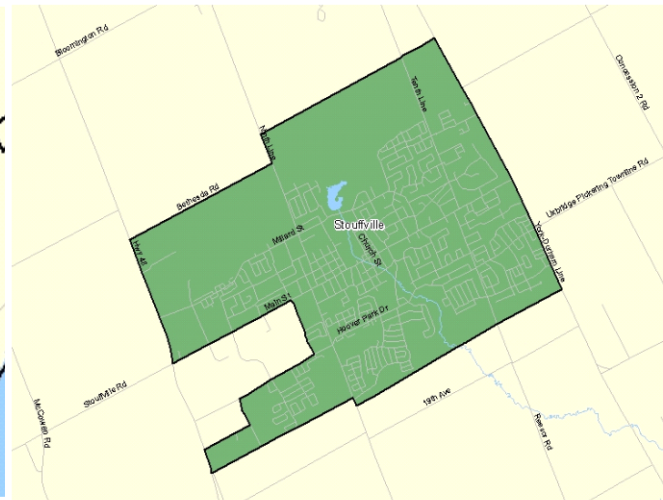


Community Demographics: Population by Age

MARKHAM	Total	%
Total population by age groups		
0 to 19 years	73800	24%
20 to 29 years	39825	13%
30 to 39 years	38920	13%
40 to 49 years	48285	16%
50 to 59 years	45255	15%
60 to 69 years	30995	10%
70 to 79 years	16045	5%
80 to 89 years	8575	3%
	301700	100%
Median age of the population	39.6	
% of the population aged 15 and over	82.6	

Stouffville	Total	%
Total population by age groups		
0 to 19 years	6995	28%
20 to 29 years	2830	11%
30 to 39 years	4735	19%
40 to 49 years	3775	15%
50 to 59 years	2800	11%
60 to 69 years	1855	7%
70 to 79 years	1075	4%
80 to 89 years	815	3%
	24880	100%
Median age of the population	35.4	
% of the population aged 15 and over	77.6	

Combined	Total	%
Total population by age groups		
0 to 19 years	80795	25%
20 to 29 years	42655	13%
30 to 39 years	43655	13%
40 to 49 years	52060	16%
50 to 59 years	48055	15%
60 to 69 years	32850	10%
70 to 79 years	17120	5%
80 to 89 years	9390	3%
	326580	100%
Median age of the population	37.5	
% of the population aged 15 and over	80.1	



Summary		
Markham	301700	92%
Stouffville	24880	8%
Total Population Under 30	123450	38%
Total Population 30-50	95715	29%
Total Population 50-70	80905	25%
Total Population over 70	26510	8%
	326580	100%

Statistics Canada. 2012. Markham, Ontario (Code 3519036) and Stouffville Ontario (Code 1020) Census Profile . 2011 Census . Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released Oct 24, 2012.

<http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>