

# INNOVATING HOPE

## ON THE ISLAND

Innovation | Community | Generosity | Healthcare



**PUBLIC RELATIONS  
CAMPAIGN  
PROPOSAL**

PREPARED BY  
**TARA LIPARI**  
APRIL 2021

# CONTENTS

- 01** EXECUTIVE SUMMARY
- 02** FORMATIVE RESEARCH
- 21** OPPORTUNITY STATEMENT
- 22** GOALS & OBJECTIVES
- 23** AUDIENCE ANALYSIS
- 28** STRATEGY
- 35** MESSAGE STRATEGY
- 38** SELECTING TACTICS
- 46** IMPLEMENTING
- 49** EVALUATING
- 50** TACTIC SAMPLES
- 56** REFERENCES
- 59** APPENDIX

# EXECUTIVE SUMMARY

The Victoria Hospitals Foundation has acquired 1,400 new donors since the beginning of the pandemic. These 'pandemic donors' were crisis-motivated when they gave in response to COVID-19. The challenge is retaining them beyond the pandemic. How is this done? Educate them on what VHF does.

The 'pandemic donors' may not be aware of the countless ways VHF contributes to three hospitals on the island. They likely wanted to alleviate some of the crisis by donating to a healthcare organization without looking into their other initiatives.

The Victoria Hospitals Foundation is essential for three hospitals to innovate their equipment, educate through research, and enhance the healthcare system on the island.

It is time to educate the 'pandemic donors', find their area of interest, and retain them.

## **NOTE:**

All frameworks used in this report come from the fourth edition of Strategic Planning for Public Relations, Ronald D. Smith, first published in 2013.



# FORMATIVE RESEARCH

## CLIENT OVERVIEW

The Victoria Hospitals Foundation (VHF) is the fundraising and developing arm of Island Health for three hospitals in Victoria, British Columbia (Royal Jubilee, Victoria General and Gorge Road hospitals). Through fundraising efforts, it enabled critical enhancements to patient care, including medical equipment, research, and health education. Over 850,000 residents have benefitted from the Foundation's support.

The COVID-19 pandemic has created a plethora of challenges and opportunities for the VHF team in terms of fundraising efforts.

Formative research was conducted to better understand the situation VHF is facing, their organization and their publics.

Based on research findings, a communications strategy has been prepared with the goal to retain 'pandemic donors'.



# ANALYZING THE SITUATION

## Analyzing the Situation

### Primary Research

*The primary research conducted for this section includes interviews with four Board Members of the Victoria Hospitals Foundation. For full interview notes, please see Appendix A.*

The COVID-19 pandemic has exacerbated many industries and businesses all over the world. For the Victoria Hospitals Foundation, fundraising has not seen any setbacks, despite the detrimental effects of the global disease on every country's economic health.

According to VHF's Treasurer, Donnie Wing, there is an inherent advantage to healthcare fundraising, since the majority of the population recognizes the value of hospitals (D. Wing, personal interview, February 17, 2021). This allows for more compelling rhetoric and appeals to the public as healthcare is a universal necessity. Because every individual will likely need to access the hospital at one point in their lifetime, they are more liable to donate because their well-being is at stake. D. Wing (personal interview, February 17, 2021) also remarked that the pandemic has "seemed to create a positive incentive for giving" as it has elevated and heightened the urgency for supporting healthcare organizations. To leverage the situation, VHF released the It's Critical campaign with the goal of raising \$7 million for critical care equipment in response to COVID-19, and a new High Acuity Unit (Victoria Hospitals Foundation, 2020) and is about to meet their goal.



**Inherent  
advantage to  
healthcare  
fundraising**



**Urgency  
stimulated by  
COVID-19  
pandemic**

## Analyzing the Situation

### Primary Research

Within the last fiscal year, Victoria Hospitals Foundation has witnessed “exceptional numbers” due to a variety of reasons, based on our interview with Ian Wong, Board Member of VHF (personal interview, February 17, 2021). Because of the pandemic, VHF acquired 1,400 new donors. In addition, I. Wong (personal interview, February 17, 2021) shared that although the annual fundraising Visions gala could not take place due to public health restrictions, a lot of expenses did not incur, which helped the Foundation save money. All of those elements combined put VHF in a unique position: there is a cohort of new donors and a greater level of awareness thanks to a deadly pandemic. Moving forward, the question is: How can VHF retain those pandemic donors and have them come back to make more donations after COVID-19 is no longer a global emergency?



## 2 Ways to Commemorate Our Visions Gala Safely

Cheers  
With Us On  
Social Media



Tag #MyCheersToVisions!

*After moving the annual Visions Gala online, VHF saved on expenses but also did not raise as much money as previous years.*

## Analyzing the Situation

### Primary Research

#### Opportunities and Challenges

Catastrophic as the COVID-19 outbreak is, it has provided unprecedented opportunities for every sector to advance technologically. According to Alan Winter, Board Member of VHF, more progress has been made regarding technology utilization within the last 12 months than in the last ten years (personal interview, February 17, 2021). As soon as the government implemented stay-at-home orders, VHF made a pivotal move to bring everything online and digitize their communications activities. This certainly has the potential to unlock new doors and tap into more innovative ways of engaging donors.

On the other hand, because of COVID-19, all in-person events had to be cancelled. This affects the stream of revenues and takes away the networking and relationship-building opportunities that the Foundation usually capitalizes on (D. Wing, personal interview, February 17, 2021).

## Analyzing the Situation

### Competitor Analysis

#### BC CANCER FOUNDATION

As the fundraising arm for BC Cancer, BC Cancer Foundation raises funds for cancer research and care for British Columbians.

Their donor communications rely heavily on storytelling and testimonials and include frequent updates on new research or groundbreaking discoveries. This helps donors conceptualize the tangible impact of their donations. (BC Cancer Foundation, Impact Report, 2020)

The Foundation partners with many community players and local brands to raise funds, from restaurants, to apparel retailers, to artists, etc.

**Revenue:** \$72.6 million

**Target Groups:**

- corporate donors
- Baby Boomers and Gen X
- expanding to younger demographics

**COVID-19 initiatives:**

- Masked Heroes - buy a mask and be a hero
- Virtual Workout to conquer cancer
- Virtual Race/Virtual Ride
- Catalyst Ambassador Program: engaged professionals in the community who advocate for the Foundation - like an influencer program

#### VICTORIA HOSPICE

Victoria Hospice provides end-of-life care, comfort for patients and support for families.

Most donors have personal connections with the Hospice. Their donor relations strategy includes personal communication with donors (lunches, tea events - which have been hindered by the pandemic). Their approach is very community-centred, focusing on human interest aspects of storytelling.

As the nature of the organization involves grief and loss, it adopts a culture of compassion and care (Victoria Hospice, Annual Report 2019-20, 2020).

**Revenue:** \$13.2 million

**Target Groups:**

- Primarily individual donors
- Baby Boomers and Gen X who have loved ones in the Hospice or wish to have the Hospice in their will

**COVID-19 initiatives:**

- Smile Buttons - remind people of the smiles behind the masks
- Virtual Workshops
- Kits for Compassion
- Hike for Hospice

## Analyzing the Situation

### Competitor Analysis Continued

#### BC CHILDREN'S HOSPITAL FOUNDATION

This foundation is the fundraising arm for BC Children's Hospital, the only children's hospital in the province.

They have a strong advantage when it comes to persuasiveness. Key messages focus on sick kids - personal stories, statistics on illnesses, and what the hospital does for research and treatment advancements.

The visual aesthetic of their website features engaging graphics to add positive sentiments and take away from the heaviness that the donor might feel. Social media channels primarily highlight patients and their families.

**Revenue:** \$55 million

**Target Groups:**

- corporate and community donors
- Parents and families with children
- Volunteers for non-monetary donations

**COVID-19 initiatives:**

- Honour a Healthcare Hero - make a donation and the healthcare provider will receive an uplifting message
- Rapid Response Fund: pandemic relief fund to help children, families, and healthcare workers as new COVID-19 rules take effect.

#### UNITED WAY OF GREATER VICTORIA

As a community impact organization, UWGV supports programs, social services and initiatives that work to improve the lives of the most vulnerable population.

This non-healthcare organization demonstrates an uplifting and empowering energy throughout their call-to-actions. They put emphasis on wellness aspects and how every dollar stays in the community.

The website features compelling statistics of their impact and success stories. As a smaller-scale non-profit, UWGV lacks the resources to have robust communications initiatives in terms of donor relations and social media activities.

**Revenue:** \$5,396,615

**Target Groups:**

- Corporate donors
- Younger donors - as opposed to other highlighted organizations - because UWGV focuses on social services.

**COVID-19 initiatives:**

Three areas of action:

- Connecting isolated seniors to healthy meals and companionship
- Creating a safe daycare space for children dealing with trauma
- Providing outreach workers and counselling services to those struggling with mental health and addiction (UWVG, 2021)

## Analyzing the Situation

### Secondary Research

*All sources of secondary research will be included in an annotated bibliography (See appendix B).*

As previously mentioned, the COVID-19 pandemic has completely disrupted the industry of fundraising. There are both opportunities and challenges that come with the upheaval. Charities were forced to pivot all fundraising initiatives to online platforms and find new ways to connect with donors. While they are doing that, donors themselves are shifting their giving priorities to support the urgent needs of their communities (Anderson & Bristow, 2020, p. 7). The priority shift in giving presents itself as an opportunity for charities in industries that are assisting people during the pandemic.

Looking further into the trends of fundraising throughout the pandemic, 79% of donors have planned to maintain or increase their giving efforts in 2021 (Fidelity, 2020, p. 3). In Canada, the top two causes receiving donations amidst the pandemic are PPE/ healthcare and community charities (Elmer, Ward-Kimola, & Burton, 2020, p. 27). These shifts in priorities are also showing that more donors are focusing on their community (Bannow, 2021, p.10). A challenge that arises for those organizations receiving new donors amidst the pandemic is whether they will be able to retain them past one-time, crisis-motivated giving (Bannow, 2021, p. 19-20). Bannow also raises a question that could affect the entire industry, "This idea of the grateful community: Will that stick, or will we go back to focusing on the grateful patient and family?" (2021, p. 20). Although there are many worries moving forward, Castro and Chng-Castro from BBB's give.org are, "encouraged to find that the empathy and generosity of donors may rise to the challenge." (2020, p. 6).

## Analyzing the Situation

### Secondary Research

Given these changes in donor behaviour, some research conducted predicts a positive landscape for 2021, whereas others do not seem confident. Donor expectations have thoroughly changed in the past year (Nagel, 2021, p.21), and organizations must work to re-learn their audience expectations. Nagel also proposes that donor-giving patterns rise as donors work through their personal hardships due to the pandemic (2021, p.14-17). On the other end of the spectrum, a survey put out to fundraisers in North America suggested that “many expressed uncertainty about 2021” (Stiffman, 2021, p. 1). Stiffman also reported that creativity must continually be achieved for the pandemic's longevity (2021, p. 8). Thus far, the resilience of the fundraising sector has proved to be strong. Moving forward in these unforeseen circumstances, there is an opportunity to rethink and improve upon fundraising strategies' delivery and relatability (Harper, 2020, p. 53). Harper states that, “The phrase that in every crisis is opportunity is true in this case.” (2020, p. 55)

Regardless of how the sector of fundraising changes in the next year, “We cannot look to return to the way things were. We must embrace this shift to digital as a permanent cultural shift and adapt our organizations and fundraising strategy accordingly.” (Nagel, 2021, p. 23).



**More donors are focusing on their community.  
Will that stick after the pandemic?**



**Fundraisers need to embrace the shift to digital  
and get more creative to adapt to new environment.**

The cover features a white background on the left and a large grey rounded rectangle on the right. Two olive green rectangular blocks are positioned at the top-left and bottom-left corners, partially overlapping the white area and the grey rectangle.

# ANALYZING THE ORGANIZATION

## Analyzing the Organization

### Primary Research

#### Board Member Interview: Internal Changes

According to Donnie Wing (personal interview, February 17, 2021), the most significant internal change that VHF saw in recent years was the change in leadership. In 2018, the Board of Directors at VHF appointed Avery Brohman as the Executive Director. Since she took on the role, Brohman has implemented some considerable developments within the organization. She adopted a more donor-oriented approach, meaning more emphasis on donors and donor relations. Brohman's new direction, combined with several other factors, has led the Foundation to see better fundraising performance and a more defined organizational structure (D. Wing, personal interview, February 17, 2021).



**"I am devoted to the mission of the Foundation and look forward to continuing to work with our heroic donors and philanthropic partners to make a difference."**

**- Avery Brohman, 2018**

## Analyzing the Organization

### Primary Research

#### Board Member Interview: Internal Changes Advantages

*For full interview notes with Board Members, refer to Appendix A*

Besides its internal staff, VHF has a number of other advantages. Alan Winter, a Board Member of VHF since 2017 and the first Innovation Commissioner of B.C., stated that the Foundation has a unique position because of its link with hospitals and Island Health (A. Winter, personal interview, February 17, 2021). As Island Health's charitable partner, VHF raises money for medical equipment, education, and special projects that help advance the care of affiliated hospitals and care teams. Additionally, Brenda Nunns Shoemaker, Board Member of VHF since 2015, shared that VHF has an advantage being right next-door to two teaching hospitals of Victoria (B. Shoemaker, personal interview, February 17, 2021).

Overall, the data from our interviews suggest that VHF has established authority and reputation within the Victoria community, thanks to both its location and its connection with the hospital system and Island Health.

We also learned from our interview with Alan Winter that the campaigns executed by VHF in the past have generally been well-understood and well-received by staff, donors and the public. Said campaigns have done a terrific job of highlighting where the funds go and how they are utilized to support the hospital network in Victoria (A. Winter, personal interview, February 17, 2021).



## Analyzing the Organization

### Primary Research

#### Board Member Interview: Internal Changes Disadvantages

After conducting four interviews with four Board Members of the Foundation, we found the following insights.



There are conflicting loyalties within the area as different hospitals are funded by different foundations (B. Shoemaker, personal interview, February 17, 2021).

Depending on which hospital people go to, they will be more likely to donate to that hospital as they have a personal experience.



There are very few corporate donations at a time (A. Winter, personal interview, February 17, 2021).

The private sector and corporations are still a relatively untapped market, as most of VHF's donations come from individual donors. There is an opportunity to appeal to the growing tech sector in Victoria.



Geographical restraints mean people living outside of Victoria will not be motivated to donate to a hospital foundation to which they have no connection (D. Wing, personal interview, February 17, 2021).

How do we draw people in from outside of the community? What is the value for them to support VHF if they do not reside in Victoria?

## Analyzing the Organization

### Secondary Research

#### VHF Acquired Quantitative Research

The analysis of VHF's previously conducted research provides many critical pieces of information that can be utilized to drive the success of a strategic communications plan. Understanding the organization in its entirety allows us to determine what has worked in the past, and what opportunities are present for the future.

Victoria Hospitals Foundation, located on Victoria Island, BC, serves more than 850,000 islanders through its support of the Island's two largest hospitals and eleven areas of care (Victoria Hospitals Foundation, 2021, p.2). These hospitals host more than 6,600 healthcare workers, aiding in the care of nearly 200,000 patients annually (Victoria Hospitals Foundation, 2021, p.3). Their mission, to champion a culture of philanthropy that transforms healthcare on the island, focuses on the development of various initiatives including the funding of new technologies, research, education, and community support services (Victoria Hospitals Foundation, 2021, p.3). With nearly \$150 million donated since 1989 (as of 2021), roughly 40% of critical hospital equipment has been funded by donors (Victoria Hospitals Foundation, 2021, p.3).



## Analyzing the Organization

### VHF Acquired Quantitative Research

#### Notable impact of donor relations

- Adult intensive care (donations allowed for a 73% growth in ICU admissions)
- Cancer care (funded the island's first 3 tesla MRI)
- Cardiac care (donors have given over \$12 million)
- Diagnostics and pharmacy (donations funded the first automated microbio lab in North America)
- Education (funding scholarships to advance nursing education - teaching hospitals)
- Emergency and trauma care (emergency departments fully funded by donors)
- Maternity and pediatric care (donors funded 80% of the equipment in NICU) Mental Health (donor helped to fund the Archie Courtnall Centre and Patient Care Centre)
- Neurosciences and Rehabilitation
- Research
- Seniors Health
- Surgical Services (98% of all surgeries can be performed on the island)

(Victoria Hospitals Foundation, 2021, p.5)

## SWOT Analysis

### STRENGTHS

- Inherent advantage as a hospital foundation
- Public goodwill among the Victoria community
- Good relationships with their donors
- Resources - human, monetary donations
- The shift into the virtual world (e.g. Doc Talks)

### WEAKNESSES

- Social media efforts and channels are relatively new to the team
- Older demographics - harder to reach digitally because of COVID
  - Traditional marketing (such as posters, flyers, anything print = higher costs)
  - Inconsistent loyalties among donors due to extensive network of hospitals

### OPPORTUNITIES

- To partnership with local health care professional influencers
- To develop more social media content
- To appeal to a younger demographic in Victoria, BC and the technology industry (located in Vancouver, across the island)
- The pandemic led new donors to donate based on immediate needs (Healthcare based organizations)
  - These new donors could become regular if targeted properly

### THREATS

- Pandemic effects on donor events
- Large gift donors who are also loyal to other foundations (Arts), who will potentially shift their funding when those foundations can get back to regular operations and need extra help
  - Pandemic effects on donor generosity (people trying to support multiple organizations and businesses in this trying time)

The cover features a white background on the left and a grey rounded rectangle on the right. Two olive green rectangular blocks are positioned at the top-left and bottom-left corners, partially overlapping the white area. The title is centered within the grey area.

# ANALYZING THE PUBLIC

## Analyzing the Public

### Primary Research

#### Interviews

Victoria Hospitals Foundation has been successful in gaining 1,400 new donors since the beginning of the pandemic in March of 2020. (Caitie Dheere, Donor Services Coordinator VHF, Donor Interviews, February 2021) *For full interview notes please refer to Appendix C.*

A goal that VHF has is to retain the 'COVID donors' they have obtained over the last year. When starting the donor process, it is important to cultivate your potential donor for half a year. This includes: making them feel good, going for coffee or speaking on the phone, and introducing them to Doc Talks. The next phase is solicitation, asking for donations. After donors contribute, they move into the recognition phase where they are thanked for their time and first-time donors are sent a donor welcome brochure a few months later with an additional thank you. This brings donors to the stewardship phase; this phase is all about making the donor feel good. This includes: events for donors, thank-you cards and phone calls, and explaining to them where their money went and how they are saving lives because of their contribution (Colleen Bronson, Manager of Philanthropy VHF, Donor Interviews, February 2021.) *For full interview notes please refer to Appendix D.*

VHF thrives on their culture of gratitude. Whether small or large, VHF takes the time to personally call and check in on all of their donors. They find this to be a great way to make VHF memorable and impactful which is necessary when the word of mouth goes a long way on their Island.

## Analyzing the Public

### Secondary Research

#### Social Media Content Analysis

##### Email Blast

Through MailChimp, reaching existing donors is critical as emails can produce revenue up to several thousand dollars. For every email sent, about 1-2% unsubscribe to the email list; donors who have previously donated are 20% more likely to open the email.

##### Website

The website scan will help to understand the client's operation, history, and call-to-action when targeting existing and new donors. Through the VHF Analytic report, specific advertising landing pages used in the social ads performed the best when reaching existing and new donors via social media (VHF December Analytic Report, 2020).

##### Newsletter

The In Touch newsletter releases in Spring, Summer, Fall and Winter. This allows donors and the community to stay updated on current campaigns and where funding goes within the organization. This is great for accountability and illustrating what is happening behind the scenes. There are compelling local community stories to keep readers engaged.

## Analyzing the Public

### Secondary Research

#### Social Media Content Analysis

##### Key Takeaways and Learnings

The content is very important in correlation to the social media platform. As observed, Facebook and Instagram are best for story-telling content, and Twitter and LinkedIn are best for quick information and news-related content. Leveraging emotions for social media content can make a substantial impact on the audience. Researchers at Cornell University partnered with social media marketing experts at Facebook to conduct a study on 500,000 users as they altered positive and negative content; Facebook Users who saw more positive content opposed to negative were more likely to engage (Patel, 2020, para. 1).

The top ten emotions included:

- Amusement
- Interest
- Surprised
- Happiness
- Delight
- Pleasure
- Joy
- Hope
- Affection
- Excitement
- (Patel, 2020, p. 1).

For charitable giving, the key emotion involved is empathy and the personal experience; a stronger predictor of online and offline intentions of support for charity in females than males (Paulin, Ferguson, Schattke, and Jost, 2014, para. 4).

## VHF Acquired Qualitative Research

What is most important to note is that donors are genuinely interested in understanding the impact of their donations (Victoria Hospitals Foundation, 2015, p.2). Consequently, it can be said that donors are more likely to donate to local organizations, where they can personally see the tangible result of their actions. This understanding can be achieved through the sharing of success stories, organization achievements, and personal recognition (Victoria Hospitals Foundation, 2015, p.2). What is also critical information, is that non-donors tend to have no awareness of VHF, and therefore, targeted advertising is crucial in the success of acquiring new donors (Victoria Hospitals Foundation, 2015, p.2).

To better understand solicitation preferences, VHF conducted research in which they had donors compare different forms of communication from the organization. The data gathered from this study indicated that direct mail was seen as 'text-heavy,' and a waste of physical materials (i.e. paper), while online initiatives proved to be more enticing, and easier to navigate, more specifically when going to make a donation (Victoria Hospitals Foundation, 2015, p.2). This further indicates the need for more modernized communication practices, specifically when trying to reach younger audiences.

Through the accumulated data, Victoria Hospitals Foundation was able to compile a set of recommendations to drive future communication strategies. These recommendations include:

- Targeting families and younger donors
- Broadening the geographic reach of communications
- Focusing on the local nature of the organization in communications and the benefits of supporting a local cause
- Providing flexibility in areas the donors wish to support
- Considering expansion into community support, particularly for seniors, and into health research

(Victoria Hospitals Foundation, 2015, slide. 22)

## Understanding the Donor Landscape

<p><b>Donor Demographics</b></p>	<p><b>Gender</b> Male: 44% Female: 56%</p> <p><b>Age</b> 18-44: 21% 45-64: 39% 65+: 40%</p>	<p><b>Donation Solicitation Preference</b></p>	<p><b>Age 18-44:</b> Through events</p> <p><b>Age 45-64:</b> When they feel necessary (prefer not to be solicited for donations)</p> <p><b>Age 65+:</b> Through mail</p>
<p><b>Donation Frequency</b></p>	<p><b>Age 18-44</b> Annually: 22% Periodically: 66%</p> <p><b>Age 45-64</b> Annually: 20% Periodically: 63%</p> <p><b>Age 65+</b> Annually: 33% Periodically: 48%</p>	<p><b>Donation Preference</b></p>	<p><b>Age 18-44:</b> Online</p> <p><b>Age 45-64:</b> Online or through mail</p> <p><b>Age 65+:</b> Through mail</p>
<p><b>Donor Perception of VHF Support</b></p>	<p><b>64%</b> understand that the organization provides funding to the hospitals</p> <p><b>39%</b> understand that the organization buys equipment for the hospitals</p> <p><b>34%</b> do not understand what the organization does</p> <p>(*multiple answers allowed in study - percentages will not equate to 100%)</p>	<p><b>Top reasons for donation</b></p>	<p>Personal Connection</p> <ul style="list-style-type: none"> <li><b>37%</b> of donors have had personal experience with the organization and its affiliated hospitals</li> </ul> <p>Belief in Organization's Work</p> <ul style="list-style-type: none"> <li><b>51%</b> of donors believe in supporting local charities</li> </ul>
<p><b>VHF awareness</b></p>	<p><b>6%</b> unaided awareness <b>66%</b> aided awareness</p>	<p><b>Donor Learning About VHF</b></p>	<p><b>32%</b> through online media sources</p> <p><b>19%</b> through personal experience</p>
<p><b>Current Number of Donors</b></p>	<p></p>	<p><b>Donation Frequency</b></p>	<p>4,400 (2015) 1,400 (Pandemic Donors, 2021)</p>
<p></p>	<p></p>	<p></p>	<p><b>50%</b> of donors have been donating for 10 years</p> <p><b>2%</b> of donors donate on an annual basis</p>

(See Appendix E) (Victoria Hospitals Foundation, 2015)

The cover features a large grey rounded rectangle on the right side, with olive green accents at the top-left and bottom-left corners. The text is centered on the grey area.

# OPPORTUNITY STATEMENT

## NICHE

---

The Victoria Hospitals Foundation is in a unique position on Victoria Island. Due to Victoria Island's proximity and population, almost every individual on the island will have accessed one of the hospitals that VHF supports at least once in their life. Furthermore, any individual born on the Island would have been born at one of the hospitals supported by VHF. The Foundation has an established reputation on the island due to its connection to healthcare and individuals through personal experiences.

---

## OPPORTUNITY STATEMENT

---

COVID-19 has presented multiple challenges to the fundraising industry, but it has also welcomed some opportunities for the Victoria Hospitals Foundation. One of these opportunities is to educate the public about how VHF directly helps hospitals, as many may not fully understand the extent of their role. There is also an opportunity to retain the donors that gave to the Foundation in a time of need. We know these donors were motivated by the crisis facing healthcare. We need to find their motivation to keep going.

---



# GOALS AND OBJECTIVES

## GOAL

To increase the Victoria Island community's awareness of the VHF and retain donors that donated in response to the pandemic

## OBJECTIVES

To encourage 10% of the 1,400 'pandemic donors' to give again by the end of October 2021, as measured by the number of retained donors.

To increase the aided and unaided awareness of the foundation from 66% aided and 6% unaided to 70% aided and 10% unaided.



The cover features a white background on the left and a large grey rounded rectangle on the right. Two olive green rectangular blocks are positioned at the top-left and bottom-left corners, partially overlapping the white area and the grey rectangle.

# AUDIENCE ANALYSIS

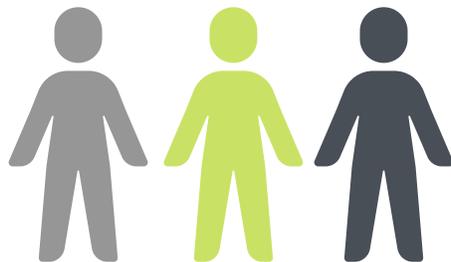
# TARGET AUDIENCES

With the goal to retain the donors who donated in response to the pandemic, it is unclear the age range of these first-time donors. For the purpose of this strategy, an assumption will be made that they are similar ages as the current average of donors (60-80 years old), with a wider age range to be 55-80 years old, in hopes to reach a high percentage of the new donors.

This audience will be divided into three age categories to better target and understand each segment.

The three audiences will be referred to as:

- Audience A (55- 64)
- Audience B (65- 74)
- Audience C (75-80).



## SIMILARITIES BETWEEN ALL

### AUDIENCE ANALYSIS

- 
 88% use the internet daily, 72% feel comfortable with technology <sup>1</sup>
- 
 This age group will always be prevalent in Victoria, BC. The government expects the age group's population to go up 63% over 20 years <sup>2</sup>
- 
 76% of people over 55 use Facebook, 50% use YouTube <sup>3</sup>
- 
 Comprised of a population that uses traditional media more heavily than younger audiences, but they are willing to adopt certain digital media platforms <sup>4</sup>
- 
 Close to or already retired

There is a misconception about more aged generations being against or incapable of using technology. This isn't true at all, they are willing to learn certain aspects and many are quite familiar with use.

1) Age-Well Network of Centres of Excellence, 2020, p. 1-6

2) IP & Lavoie, 2020, p.2

3) Briggs, 2019, chart 1

4) Briggs, 2020, p.5

# AUDIENCE ANALYSIS AUDIENCE A

---

55-64

Gex X and Baby Boomers

---

Second largest age group of BC <sup>1</sup>

---

Anticipated to be the most familiar audience  
with technology

---

Family-focused generation

---

Donate based on the transparency of an  
organization <sup>2</sup>

---

They want social proof, such as testimonials and  
stories <sup>3</sup>

---

May be inclined to give based on  
personal experience or interest in  
innovating healthcare

# AUDIENCE ANALYSIS AUDIENCE B

65-74  
Baby Boomers

Prefers clear full language <sup>1</sup>

React well to information that proves the worth  
of what is being asked <sup>1</sup>

Appreciates outreach and staying in touch with  
organizations <sup>2</sup>

Typically have strong political views <sup>2</sup>

Has shown interest in video formats as a way to  
receive information <sup>1</sup>

May be inclined to give based on  
personal experience or because they  
assume they will need access at some  
point in their life.

# A U D I E N C E A N A L Y S I S A U D I E N C E C

---

75-80  
Silent Generation

---

Known to be loyal, hardworking and consistent

---

Financially wise, likely have money saved and are willing to support a cause

---

Responds well to direct mail and telephone efforts of an organization

---

88% of this age group donates regularly to philanthropy initiatives

---

May be inclined to give based on their assumption they will need access at some point in their life, or a personal experience they had.



# STRATEGY

# STRATEGIES CONSIDERED

Multiple strategies were considered for the design of this communications plan. Due to the niche audience of this specific strategy, there were two strategies considered and ruled out. Included following are descriptions of the rationale behind the strategies' potential and why they were ruled out for this specific goal. Both ruled out strategies are considered opportunities for the Victoria Hospitals Foundation for their future initiatives.

---

## STRATEGIC PHILANTHROPY

In order to mitigate the threat noted about donors being loyal to other nonprofits, such as the art gallery, who will possibly shift their giving to give more to other nonprofits when they start running programs again and require extra assistance. There are potential fundraising initiatives to combine due to the similarity of target publics for each organization.

This strategy is a potential opportunity for VHF in the future, but it is not considered strategic for the goal at hand for this campaign.

# STRATEGIES CONSIDERED

---

## NEWSWORTHY INFORMATION

InThe Victoria Hospitals Foundation has an opportunity to spread awareness through factors of newsworthiness that are easily established. Relaying the relevant information with factors that increase the shareability of stories can spread awareness of the Foundation.

Newsworthy factors allow a further reach than the already established donor base. Factors rooted in Victoria Hospitals Foundation that create a newsworthy story are as follows:

- **Significance:** Healthcare essentially affects every individual
- **Local:** Everyone on the island has some proximity or connection to one of the three hospitals.
- **Balance:** Using information to raise awareness, not in a promotional manner.
- **Timeliness:** The pandemic has created an opportunity for more widespread awareness and respect for the industry of healthcare.

Moving forward, two identified strategies will be focused on for this campaign. The decision was to use fewer strategies and ensure they are deeply rooted in all tactics to create a successful campaign.

# STRATEGY STATEMENT

I will be developing the following proactive strategies in response to the Victoria Hospitals Foundation's case for support:



## **Audience Engagement**

Place high emphasis on messaging that will resonate with the audience through their interests to enhance the audience engagement strategy. The audience I will mostly be trying to resonate with will be the 'pandemic donors' that will be encouraged to donate again.



## **Transparent Communication**

Maintaining and building upon the transparent communication already established between the Victoria Hospitals Foundation and their publics.

# AUDIENCE ENGAGEMENT STRATEGY

In order to achieve the action objective, the pandemic donors should be approached with an audience interest strategy, which is messaging that resonates with them.

Rather than focusing on the organization's needs and directly asking for money, messaging must be framed in a way that the public feels they are interested in the topic at hand. This means rather than encouraging a general donation, there will be specific areas of focus front and centre.

This aspect of the strategy focuses on how the audience will perceive the information shared. The goal is to frame the information that shows potential donors what is in it for them. This strategy will be vital to encourage the action piece of the objective while simultaneously generating more awareness of the Foundation.

# TRANSPARENT COMMUNICATION STRATEGY

The Victoria Hospitals Foundation is already successful at transparency with donors, and the goal is to maintain that. The Foundation excels at being open and honest about where donations go and what they support.

Open and honest communication is essential to fundraising. Rather than just telling the public to trust Victoria Hospitals Foundation, having transparent communication as one of the main factors of this strategy will prove just how trustworthy and sincere VHF is to their donors and mission. The Victoria Hospitals Foundation's position, requesting donations for healthcare, requires trust and honesty among the public for each party to benefit.

As this strategy aims to generate awareness about VHF and retain pandemic donors, communicating the organization's transparency will continually build trust among the public.

The image shows the cover of a document titled "MESSAGE STRATEGY". The cover has a grey background with rounded corners. There are olive green accents: a horizontal bar at the top left, a vertical bar on the left side, and a horizontal bar at the bottom left. The title "MESSAGE STRATEGY" is centered in white, bold, uppercase letters.

# MESSAGE STRATEGY

# NAMING THE CAMPAIGN

The name of the campaign, Innovating Hope, was a result of meticulous creative and logical deliberation as to how this campaign would be branded. Seeing as the main goal of this campaign is to retain 'pandemic donors' beyond the pandemic, it was important to generate a name that did not relate to it.

**Innovating** implies advancement on the island, which VHF significantly contributes to. Innovation is important for every community and industry, but especially healthcare. When people read the word innovate, they likely get curious as to what, which is exactly what this campaign will tell them.

**Hope** is an airy, uplifting word that people like to hear, especially in times like these.

**Putting the two together** tells the audience what VHF does without reading further. The Victoria Hospitals Foundation innovates healthcare technology, improves care, and expands education.

These initiatives build hope on the Island. Constantly improving the healthcare infrastructure instills hope that the community will constantly advance together.

## INNOVATING HOPE

— ON THE ISLAND —

Innovation | Community | Generosity | Healthcare

# COMMUNICATION PROCESSES

---

## INFORMATION MODEL

This communication model was chosen specifically to reach the awareness objective. This model demonstrates that sharing information equally as useful to the receiver as the sender is particularly effective for creating a shared understanding of the message being communicated.

## PERSUASION MODEL

The persuasion model of communication is using persuasive techniques to influence someone's thoughts or behaviours. This model will allow messaging to be framed in a way that encourages the 'pandemic donors' to give again, which is the action objective for this strategy.

# MESSAGE APPEALS

Logos and pathos will work together to illustrate the facts and evoke the necessary emotions that drive action.

Logos will use the information communication model to help achieve the awareness objective. Pathos will use the persuasion communication model and help reach the action objective.

## LOGOS

In terms of logos, two propositions will be used:

- Factual propositions show the evidence in the information you are sharing
- Value propositions prove the virtue of what is being said.
- Both of these propositions can be achieved through statistics, examples or testimonials.

## PATHOS

Pathos will be achieved through virtue appeal, which evokes societal values.

- Improvement Appeal
  - Advancement of society
  - Technology advancement in VHF's three hospitals
- Altruism Appeal
  - Highlights generosity, kindness and unselfishness to show the good of society

# VERBAL AND NONVERBAL COMMUNICATION

## VERBAL

- Open and honest dialogue
- Clear and concise language that is easily understandable
- Exemplify the need of the Foundation
- Gratefulness towards the entire community, especially donors

## NONVERBAL

- VHF branding in terms of colours and fonts so the audience will associate the correct colours with the organization
- Some additions of eye-catching colours, but not enough to take away from brand colours
- Visually appealing material that is well organized and easy to follow

# KEY MESSAGES

**With 40% of medical equipment coming from donations, VHF relies on the goodwill of the public to advance technology on the Island.**

Advance technology, advance support, advance the community.

**We will be there when you need us. We know you will be there when we need you.**

Help advance healthcare on the island for when you need it.

**The pandemic will end, but our duty to care for the community will not.**

Healthcare does not end here.

**Take care of your community.**

Your neighbours will thank you.



# SELECTING TACTICS

# SELECTING COMMUNICATION TACTICS

To achieve the maximum potential of this strategy, both digital and traditional methods should be used. This will allow for multiple contact points with the target audience, reiterating our message and keeping it at the front of their minds. The majority of tactics will be controlled, targeted and owned media. The tactical considerations used when deciding on which tactics to use can be seen below:

## 0 1 CONTROLLED TARGETED

To determine how and what is communicated.

To reach the niche audience being targeted.

## 0 2 INFORMATION EXCHANGE

Giving donors the opportunity to learn about areas of interest to them, and ensure they fully understand what VHF does.

## 0 3 ORGANIZATIONAL TACTICS

Keep control of content, able to reach mid-size targeted audiences, reach publics seeking information.

# SELECTING COMMUNICATION TACTICS

Using a series of organizational tactics allows for control over the message being shared. Organizational tactics also create the opportunity to target the niche audience this campaign is focused on.

**Heavily focuses on sharing information**, based on the assumption that the 'pandemic donors' are not fully aware of what VHF does to support hospitals in areas other than the pandemic. This group likely knew they wanted to help the healthcare industry respond to the crisis and found that VHF funds these hospitals.

**Information shared aims to provide** them with another area of interest through VHF to focus on when the pandemic is over. An assumption has been made that the group of 'pandemic donors' are people who would rather donate to something specific rather than general hospital funding, based on their first donation being in response to something specific.

Both strategies mentioned previously will be deeply rooted in every tactic. Logos and pathos will also be rooted in every tactic by giving them information and proof and encouraging them to donate based on the information.

# DIRECT MAIL



Direct mail is a vital tactic that allows for a more personal touch that resonates with the audience. Physically opening and holding a piece of mail creates a tangible feeling to the dialogue being shared. Direct mail would serve as a tactic for all age segments of the audience and focus on the action objective of encouraging a donation from the 'pandemic donors.' As noted in the audience analysis, the baby boomer generation, the majority of the target audience, responds well to direct mail initiatives (Evans, 2020, p. 31-32). It is also important to note that the average direct mail piece has a lifespan of 17 days, compared to 2 seconds of an email lifespan (Admin, 2020, p. 27).

This tactic would use both logos and pathos to ensure the message being communicated resonates with the audience in a form they would appreciate.

The envelope would include:

- A simple thank you for helping the organization
- A visually appealing report, approximately one page
  - What donors have done for the hospitals since the pandemic started
  - VHF's goals are moving forward
  - How they can help achieve that goal

## INFOGRAPHIC



An infographic would serve as a medium that could be placed with other tactics on multiple channels.

This would heavily contribute to the awareness objective as it is purely informational, relying on logos and visual appeal. The infographic would be heavily design-focused to allow for visually appealing, easy-to-follow information.

This medium is also easily shared, which would allow for a more broad reach if our audience chooses to share. The information included would consist of donor impact, what VHF does, what they plan to do, general hospital statistics, and “how you can help.” Again, with the intent to help donors find areas of interest to them.

## DIGITAL FLIER



A stand-alone publication is part of an organizational tactic that allows for control over the message. This will be a flier-type document to share on Facebook that includes information similar to the infographic but has a more emotional appeal. Although not necessarily a flier that would be handed out to people in person, this document is similar, being one-page well-designed information to be shared. This flier document could also be included in other digital platforms, including email.

# VIDEO CONTENT

From the audience analysis, we can see that most of the target audience is interested in video formats to receive information. Videos are a useful way to share information in a stimulating way. They can also be linked across platforms which increases shareability. Two video options are:

## LOGOS

- Highlighting specific equipment that donors funded
- A doctor could give a brief explanation about what it does and whom it helps, showing the equipment
- Establish a credible voice and understanding about the vital equipment funded by donors
- Allows for a visual representation of the difference being made

## PATHOS

- Minute-long general thank you, highlighting employees from VHF and health care staff
- A brief explanation of the difference donors are making
- Short clips back-to-back of a variety of people (healthcare and VHF employees) saying thank you
- This video option would evoke emotion and connection between the Foundation and the audience

Both video options would contribute especially to awareness, which can provoke action. The video would be included in any emailed newsletters and linked on socials.

# PODCAST



This tactic would use the strategy of audience engagement through audience interest by creating an information exchange.

Podcasts allow for:

- Complex ideas and information to be shared as stories
- Listeners to feel engaged in the content.

The podcast series would feature a new topic each week, such as:

- Features of doctors sharing information on their area of expertise or talking about equipment funded by donors.
  - Offers a credible voice to demonstrate the impact of donors
- Members of VHF discussing research and education initiatives
  - This shows the robust impact of VHF
- Answering FAQ's or have listeners submit questions

It is important to include a wide variety because each donor might have a different area of interest within the hospitals. Although similar to DocTalks, virtual education seminars for donors, podcasts would allow donors to listen to them on their own time rather than scheduled times that people interested might not be able to make.

This strategy would contribute to the awareness and action objectives. As information is shared, donors listening might find another area they are interested in and donate more or again in response to that.

# FACEBOOK POSTS



Through research, it was found that the age group being targeted is most active on Facebook out of all social media. After a content analysis, we found that VHF's Facebook page has the best performance when storytelling and emotion are involved. Therefore, Facebook will be the main platform to share the campaign initiatives digitally. Other platforms were considered, but ultimately Facebook was the only platform chosen strictly due to the audience being targeted for this specific campaign and VHF's already established page's performance rate.

Other tactics of this campaign will be shared on Facebook to enhance reach and awareness.

Facebook posts will mainly focus on the awareness and educational sides of the campaign. The action objective will be the secondary objective for this tactic by including some posts with calls to action.

# EMAILS



To keep the message at the front of our audience's mind, multiple contact points are necessary. Emails will be used to reiterate the message. Through research, it was found that this audience is not as technophobic as misconceptions may suggest. Emails will be sent every two weeks with updates on other tactics such as the podcast and video with the hopes that they engage.

Emails are useful for sharing information digitally. Other multimedia formats are easily shareable through email which allows for other tactics to be spread further than the initial reach.

Emails will be shared with any emails attached to the accounts of the 'pandemic donors' as they are the audience being targeted.

This tactic will contribute to both objectives as it will be used to reinforce other tactics of the campaign.



**IMPLEMENTING**

# DETAILED BUDGET

TACTIC	MONETARY	EMPLOYEE HOURS
<b>DIRECT MAIL</b>		
Printing and postage	\$1,390 <sup>1</sup>	N/A
Copy and design	N/A	~ 7 hours
Packaging envelopes	N/A	~ 12 hours (for one person)
<b>INFOGRAPHIC</b>		
Copy and design	N/A	~ 4 hours
<b>VIDEO</b>		
Planning	N/A	~ 5 hours
Filming	If outsourced, ~\$2,500 <sup>2</sup>	If internal, ~8 hours
Editing	Included if outsourced	If internal, ~8 hours
<b>PODCAST<sup>*</sup></b>		
Platform	There are free options	N/A
Recording	If outsourced ~\$625 <sup>3</sup>	If internal, ~5 hours
Editing	Included if outsourced	If internal, ~5 hours
Planning	N/A	~ 1 hour/ session
<b>FACEBOOK POSTS</b>		
Planning & Scheduling	N/A	~ 4 hours
<b>FLIER</b>		
Copy and design	N/A	~ 4 hours
<b>TOTAL</b>	<b>\$4.515</b>	<b>62 hours</b>

\*For 5 Episodes

1) Admin, 2020

2) Gwilliam, 2019, p. 9-36

3) Weiner, 2021

# POTENTIAL RISKS

## RISK

Is talk about healthcare going to see fatigue from the public? Would they simply shut off to ingesting healthcare information because they feel drained from the general topic?

## RESPONSE

Accept/ Mitigate. The public's perception and attitude regarding healthcare topics can not be changed through this campaign. However, we can attempt to mitigate this issue by making it clear that material is not about the pandemic in any way.

## RISK

Delays in postal services may throw the timing from receiving the direct mail piece and the email. The intentional gap between these tactics is to ensure donors do not feel bombarded by VHF communications.

## RESPONSE

Accept. The speed of postal services cannot be determined or changed. Emails will be scheduled for a few days longer than the average postal rate to mitigate as best as possible.

# POTENTIAL RISKS CONTINUED

## RISK

Internal employee changes that may affect the implementation of the campaign.



## RESPONSE

Accept. Internal changes are unavoidable and must be dealt with as they come.

## RISK

The accessibility need of our target audience may be more tedious than originally planned.



## RESPONSE

Mitigate. This campaign has multiple media types which allow for the message to be shared cohesively across multiple different accessibility levels. The different channels and media types are the best way to mitigate accessibility challenges. Where necessary, tactics will also include information on where to get more accessible information if needed (ie. phoning VHF).



**EVALUATING**

# EVALUATIVE METHODS

## HALF-WAY

Six weeks into this campaign, half-way, there will be a review of the number of 'pandemic donors' that have donated again. Based on this report, we will know if the goal is being met and if we are ahead or behind. From there, adjustments will be made as necessary to reach the goal by the end of this campaign.

It will be apparent that the campaign has achieved half of the goal when 70 'pandemic donors' donate to VHF for a second time.

## POST-CAMPAIGN

### ACTION

The objective of retaining 10% of 1,400 new donors will be evaluated by the number of 'pandemic donors' that donate a second time by the end of October 2021. Of course, we hope to exceed the goal, but if 140 donate again it will mean the goal has been reached.

### AWARENESS

The awareness objective will be measured through a post-campaign survey. VHF conducted a survey in 2015 that determined aided awareness was 66% and unaided was 6%. The post-campaign survey will be compared to the previous survey.

The cover features a white background on the left and a large grey rounded rectangle on the right. Two olive green rectangular blocks are positioned at the top-left and bottom-left corners, partially overlapping the white area and the grey rectangle.

# SAMPLE TACTICS

# TACTIC SAMPLE

## DIRECT MAIL



VICTORIA HOSPITALS  
FOUNDATION

*Giving makes us all better*

INNOVATING HOPE

ON THE ISLAND

Innovation | Community | Generosity | Healthcare

Dear \*insert name\*

You helped Victoria Hospitals Foundation and their three supported hospitals in the greatest time of need. With our deepest gratitude, thank you. You supported us when we needed you, we will be there when you need us.

Your donation impacted the lives of healthcare professionals, support staff, and residents of the Island. During such an unprecedented time, you created hope for VHF, their supported hospitals, and the entire community of Victoria.

Looking ahead to brighter days, Victoria Hospitals Foundation wants to take this time to extend a heartfelt thank you for your support in the most challenging time of healthcare.

The pandemic will end, but our duty to care for the community of Victoria will not.

We will always look back at the pandemic as a challenge that showed how generous and committed our community is. VHF is lucky to have such a caring community.

Victoria Hospitals Foundation is working on some exciting new things and we can't wait to share them with you. Keep your eye out for an email from us that will tell you all you need to know about them.

Healthcare does not end here. With your continued support, the Victoria Hospitals Foundation will continue advancing technology, advancing support, and advancing our community.

With heartfelt gratitude,

\*Name of staff member\*  
Victoria Hospitals Foundation



VICTORIA HOSPITALS  
FOUNDATION



John Doe  
123 Your Street  
1A2 B3C  
Victoria, British Columbia

INNOVATING HOPE

ON THE ISLAND

Innovation | Community | Generosity | Healthcare

# TACTIC SAMPLE

## PODCAST GUIDE

### THE ULTIMATE PODCAST GUIDE

TIPS, TRICKS, AND GUIDANCE TO GET YOU STARTED

#### WHY A PODCAST?

- Allows for the storytelling of complex ideas to be shared in a stimulating way
- Allows nonprofits to connect to niche groups of people
- When listeners feel deeply engaged, they are likely to share a podcast
- Creating high-quality verbal content is less time consuming than written

#### HOW TO GET STARTED

- 01 CHOOSE THE WHY.**  
Decide on a style of podcast. Could be an interview series, conversations with thought leaders, stakeholder stories, etc. Could be a mixture.
- 02** Create a roadmap of episode ideas and a schedule. Suggestions can be seen on next page.
- 03** GET RECORDING.

#### DO

- ✓ Keep it less than 30 minutes/episode
- ✓ Share on all platforms
- ✓ Set a consistent release schedule
- ✓ Use an external microphone
- ✓ Edit out unwanted parts

#### DON'T

- ⊗ Try to sell
- ⊗ Be rigid or read from a strict script
- ⊗ Ramble
- ⊗ Ignore your audience's feedback

# TACTIC SAMPLE

## PODCAST GUIDE

### POTENTIAL EPISODE CONTENT



#### Doctors/ Healthcare Professionals

- Talk about their area of expertise within hospitals,
- Encourage them to tell stories from their careers.
- Or talk about a piece of equipment they use that donors funded.
- About how the equipment works, what type of patients it helps, and what difference it has made.
- These offer credible voices to demonstrate the impact of donors.



#### VHF Employees

- Talk about initiatives of the Foundation; past, present or future
- New donors could hear about the other ways in which VHF contributes to the three hospitals on the Island
- Stories are always encouraged to enhance the connection a listener feels to a subject or episode



#### Q&A Episodes

- Allow the public opportunities to submit questions to be answered on a podcast episode
- Could have a panel of people who answer the questions
- Excellent way to engage the audience to feel included.



#### Donor Features

- Donors willing to share their experience and life stories, especially VHF interactions
- Excellent way for other donors listening to feel encouraged
- Could also be a form of recognition, as many donors would likely appreciate being featured.

# TACTIC SAMPLE

## PODCAST GUIDE

### ADDITIONAL TIPS

#### IN-HOUSE

In-house recording and editing is cheaper, but can be time-consuming.

It is suggested to do in-house podcast creation if an organization sees it being long term.

VS

#### OUTSOURCE

Outsourcing the creation of podcasts can cost anywhere between \$40- \$150 for an hour of edited podcasts.

Outsourcing is suggested if an organization has a limited number of planned podcasts.

#### SUGGESTION

Outsource for the first 5 scheduled episodes, then determine if it will be a long term initiative based on success rate. At that point, decide if VHF should transition to in-house creation.

#### LOW-COST PLATFORM OPTIONS

Hindenburg: free for 30 days, then \$95/ year

Audacity: free

Garageband: free

Pro Tools: \$25/ year

#### REFERENCES

Benton, B. (2020, May 08). Podcasts 101: How nonprofits can Use podcasts. Retrieved April 7, 2021, from <https://www.wholewhale.com/tips/how-nonprofits-can-use-podcasts-know-starting-one/>

Podcast Lab. (2020, February 26). The complete list of podcasting do's and don'ts. Retrieved April 7, 2021, from <https://www.podcast.co/create/podcasting-dos-and-donts>

Walker, A. (2019, December 20). How to start podcasting at your nonprofit. Retrieved April 7, 2021, from <https://blog.techsoup.org/posts/how-to-start-podcasting-at-your-nonprofit>

Weiner, G. (2021, January 25). How to make a nonprofit podcast. Retrieved April 04, 2021, from <https://www.wholewhale.com/tips/how-to-make-a-nonprofit-podcast/>

# TACTIC SAMPLE

## CONTENT CALENDAR

### FACEBOOK CONTENT CALENDAR

#### KEY INFORMATION

Posts are to be made 3x a week, preferably weekdays.

If not a 'key date', suggestions can be seen in the right column for general posts such as information about VHF, short feature stories, and calls to action.

WEEK	KEY DATES	GENERAL POST SUGGESTIONS
Aug 16-20	N/A	Create build-up and excitement about the first podcast episode to be launched the week after
Aug 23-27	Monday, Aug. 23: First podcast launch, share to Facebook	Engage the public, ask what they want to hear in future podcast episodes
Aug 30- Sept 3	Wednesday, Sept. 1: Share infographic on Facebook	General info about VHF, share a short story about someone who has donated or been impacted by VHF. Make a call to action post.
Sept 6-10	Tuesday, Sept 7: Share second podcast episode (a day behind b/c labour day)	Share a fun fact about the podcast topic (ie. if it was a donor feature, share a fun fact about that donor), to redirect people who may have missed the podcast post.

# TACTIC SAMPLE

## CONTENT CALENDAR

### FACEBOOK CONTENT CALENDAR

WEEK	KEY DATES	GENERAL POST SUGGESTIONS
Sept 13-17	N/A	Share a story about someone who has been impacted by VHF or a piece of equipment funded by donors.
Sept 20-24	Monday, Sept 20: Share third podcast episode	Ask the audience to submit questions they have to be answered in the last podcast, which is a Q&A.
Sept 27- Oct 1	Wednesday, Sept 29: Share video	Share a call to action post. General info about donor impact to reiterate video content.
Oct 4-8	Monday, Oct 4: Share fourth podcast episode	Remind the audience they can submit questions to be answered in the last scheduled podcast. Ask if and what they want to hear in future episodes
Oct 11-15	N/A	General information about VHF, make a call to action, share another story.
Oct 18-22	Monday, Oct 18: share final podcast episode, the Q&A episode Wednesday, Oct 20: Share 'flier'	Run a poll to see if the audience would like more podcast episodes and if so, what topics are they interested in?

# REFERENCES

# REFERENCES

- Admin. (2020, September). How much does a direct mail campaign cost? (with examples). Retrieved March 23, 2021, from <https://www.ionprintsolutions.com/how-much-does-a-direct-mail-campaign-cost-with-examples-2/>
- Anderson, S., & Bristow, C. (2020, May 05). How to retain new donors beyond the covid-19 pandemic. Retrieved February 8, 2021, from <https://www.campbellcompany.com/news/retaining-new-donors-covid-19>
- Age-Well Network of Centres of Excellence (NCE). (2020, September 29). COVID-19 has significantly increased the use of many technologies among older Canadians: Poll. Retrieved March 2021, from <https://www.newswire.ca/news-releases/covid-19-has-significantly-increased-the-use-of-many-technologies-among-older-canadians-poll-865959030.html>
- Bannow, T. (2021, January 4). Pandemic didn't dampen fundraising. *Modern Healthcare*, 51(1), 0020.
- Briggs, P. (2019, June 26). Social media platforms Used weekly by internet users in Canada, by age, May 2019 (% of respondents in each group). Retrieved March 2021, from <https://www.emarketer.com/chart/229771/social-media-platforms-used-weekly-by-internet-users-canada-by-age-may-2019-of-respondents-each-group>
- Briggs, P. (2020, February 05). Canada digital habits by generation. Retrieved March 2021, from <https://www.emarketer.com/content/canada-digital-habits-by-generation>
- Bronson, C. (2021). Personal interview. Conducted February 23, 2021.
- Cairns, B. (2021). Personal interview. Conducted February 22, 2021.
- Castro, E., & Chng-Castro, A. (2020). COVID-19 and the Charitable Sector. Retrieved February 8, 2020, from <https://www.give.org/docs/default-source/donor-trust-library/wga-covid19-charity-report.pdf>
- Dheere, C. (2021). Personal interview. Conducted February 22, 2021.
- Elmer, G., Ward-Kimola, S., & Burton, A. (2020, September 8). View of Crowdfunding during COVID-19: An international comparison of online fundraising: First monday. Retrieved February 19, 2021, from <https://firstmonday.org/ojs/index.php/fm/article/view/10869/9991>

# REFERENCES

- Evans, L. (2020, October 08). Nonprofit fundraising along the generational divide. Retrieved March 2021, from <https://www.imissioninstitute.org/article-archives/nonprofit-fundraising-what-motivates-donors-in-2020/>
- Fidelity. (2020). COVID-19 and Philanthropy: How Donor Behaviors are Shifting amid Pandemic. Retrieved February 10, 2021, from <https://www.fidelitycharitable.org/insights/how-covid-19-is-shifting-donor-giving.html>
- Giffin, E. (2019, July 30). Baby boomer Marketing (selling to people born between 1946-1964). Retrieved March 2021, from <https://www.bigcommerce.com/blog/baby-boomer-marketing/#10-tips-when-marketing-to-boomers>
- Gwilliam, A. (2019, September). How much does marketing video production cost? Retrieved April 01, 2021, from [https://www.lean-labs.com/blog/how-much-does-marketing-video-production-cost#:~:text=Outsourcing%20marketing%20video%20production%20costs,%245%2C000%20\(for%20th e%20equipment\).](https://www.lean-labs.com/blog/how-much-does-marketing-video-production-cost#:~:text=Outsourcing%20marketing%20video%20production%20costs,%245%2C000%20(for%20th e%20equipment).)
- Harper, T. (2020, June 18). The COVID-19 Crisis Presents an Opportunity for Canada's Charitable Sector to Disrupt the Status Quo: Sector Leaders. Retrieved February 12, 2021, from <https://thephilanthropist.ca/2020/06/the-covid-19-crisis-presents-an-opportunity-for-canadas-charitable-sector-to-disrupt-the-status-quo-sector-leaders/>
- IP, F., & Lavoie, S. (2020). PEOPLE 2020: BC Stats. Retrieved March 2021, from [https://www2.gov.bc.ca/assets/gov/data/statistics/people-population-community/population/people\\_population\\_projections\\_highlights.pdf](https://www2.gov.bc.ca/assets/gov/data/statistics/people-population-community/population/people_population_projections_highlights.pdf)
- Kemeny, A., & Morris, L. (2019, April 15). Seniors Online. Retrieved March 2021, from <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2019024-eng.htm>
- Nagel, M. (2021, February 25). We're optimistic about fundraising in 2021. Here's why. Retrieved February 25, 2021, from [https://www.evertrue.com/2021/02/25/optimistic-about-fundraising-in-2021/?utm\\_campaign=Webinars](https://www.evertrue.com/2021/02/25/optimistic-about-fundraising-in-2021/?utm_campaign=Webinars)
- Patel, N. (2020). How to Leverage The Power of Emotions to Improve Your Social Media Marketing. Retrieved on February 27, 2021, from <https://neilpatel.com/blog/how-to-leverage-the-power-of-emotions-to-improve-your-social-media-marketing/>
- Paulin, M., Ferguson, R. J., Schattke, K., & Jost, N. (2014). Millennials, Social Media, Prosocial Emotions, and Charitable Causes: The Paradox of Gender Differences. Retrieved on February 27, 2021, from <https://doi-org.eztest.ocls.ca/10.1080/10495142.2014.965069>
- Shoemaker, B. (2021). Personal interview. Conducted February 17, 2021.

# REFERENCES

- Stiffman, E. (2021, February 05). Fundraisers were more confident at year end but worried About 2021. Retrieved February 22, 2021, from <https://www.philanthropy.com/article/fundraisers-were-more-confident-at-year-end-but-worried-about-2021>
- Te, N. (2020, March 11). Donors are researching nonprofits before they give. Retrieved March 2021, from <https://www.nonprofitpro.com/article/generational-trends-donors-are-researching-nonprofits-before-they-give/>
- Victoria Hospitals Foundation. (2015). Donor Giving Priorities Quantitative Research [PDF]. Retrieved on February 23, 2021, from <https://www.dropbox.com/home/Capstone%20Team%20Resources/Market%20Research?preview=B718+Victoria+Hospitals+Foundation+Presentation.pdf>
- Victoria Hospitals Foundation. (2021). VHF Case for Support 21-22 [PDF]. Retrieved on February 23, 2021, from <https://www.dropbox.com/home/Capstone%20Team%20Resources/Case%20for%20Support?preview=VHF+General+Case+for+Support+21-22+WM.pdf>
- Victoria Hospitals Foundation. (2015). Victoria Hospitals Foundation Qualitative Research Report [PDF]. Retrieved on February 23, 2021, from <https://www.dropbox.com/home/Capstone%20Team%20Resources/Market%20Research?preview=Victoria+Hospitals+Foundation+Qualitative+Research+Report+Final+January+....pdf>
- Victoria Hospitals Foundation. (2020). Victoria Hospitals Foundation Analytic Report [PDF]. Retrieved on February 27, 2021, from <https://www.dropbox.com/home/Capstone%20Team%20Resources/Analytics%20Reports>
- Weiner, G. (2021, January 25). How to make a nonprofit podcast. Retrieved April 04, 2021, from <https://www.wholewhale.com/tips/how-to-make-a-nonprofit-podcast/>
- Wing, D. (2021). Personal interview. Conducted February 17, 2021.
- Winter, A. (2021). Personal interview. Conducted February 17, 2021.
- Wong, I. (2021). Personal interview. Conducted February 17, 2021.

# APPENDIX

# APPENDIX A

## BOARD MEMBER INTERVIEW NOTES

### **Brenda Nunns Shoemaker - Board Member**

Question: I understand you joined the VHF Board in 2015. Within the last six years, what growth or significant milestones have you seen within the organization?

Answer: Not so much milestones but more significant events. Losing the former CEO - the transition following was an important period in the progress of the board

Question: Given your extensive background in healthcare, what are some unique advantages or disadvantages that VHF has, compared to other hospital foundations you've been a part of?

Answer: VHF is one of ten foundations on the island supporting the Victoria Hospitals and the island hospitals. Unique advantage is they are right next door to the two teaching hospitals - they are closely allied. VHF looks to raise capital for helping with research at the two main hospitals.

Question: What are the biggest contrasts or distinctions between the donor landscapes in Ontario vs. BC, in your experience?

Answer:

- There are several foundations competing for dollars to help with the healthcare facilities on the island
- Sometimes there are conflicting loyalties within the area as some places are covered by other foundations - different areas have different facilities funded by different foundations
- VHF tries to show that the need for donations stems from the fact that we need money for the main teaching hospitals on the island
- Is VHF the primary foundation on the island? Yes.
- Problems with "do I support my local hospital or do I support the teaching hospitals?"
- "What is your primary healthcare and where do you loyalties lie" is an important question to ask donors

# APPENDIX A

## BOARD MEMBER INTERVIEW NOTES

### Alan Winter - Board Member

Question: With your background in healthcare and funding, what would you say are the unique advantages and disadvantages of VHF?

Answer:

Advantages:

- Victoria itself doesn't have a lot of big foundations (as opposed to Vancouver)
- VHF has a unique place within the island because of its link with hospitals and island health
- The campaigns of the past have been well understood by the participants and the donors and island health
- "Well described and catchy - good vibes all around," says Alan
- Niche market
- Generally it's a well understood organization

Disadvantages:

- Sometimes it gets confusing because the other hospitals up the island have foundations themselves
- Visibility of the organization could be higher (on the island) - could lead to more corporate donors
  - Very few corporate donors at the time - \$2.5 million from SEASPAN
- VHF has to reflect the community - people have to feel that they are a part of that community - can we continue this community spirit post-COVID ?
- We have people who have come to know the VHF for the first time during the pandemic. How do we bring them into the community?
  - Requires visibility, events, communication, relationship building, value etc.

Question: What have been some of the major milestones?

Answer:

Biggest impact was COVID, which led to changed thinking within the healthcare system. It can be difficult to bring in new technology. More progress has been made in the last 12 months than in the last 10 years. Changes in personnel - New Executive Director. Bringing Avery on as the lead Changes in the link between VHF and Island Health. COO of Island Health sits on the board.

# APPENDIX A

## BOARD MEMBER INTERVIEW NOTES

### Ian Wong - Board Member

Question: What have been some of the major changes that you've seen within the organization?

Answer:

- Leadership of the organization Leader at the time - CEO - stepped down
- Avery took over as the new ED
- Change in environment and energy
- A new direction
- The change has done really well for us
- Numbers are exceptional
- Created more positions
- Fundraising - the big gala never happened because of the pandemic - A lot of expenses didn't incur but a lot of donations didn't either

Question: How would you define the Victoria community? What is the philanthropic landscape in Victoria or the Island?

Answer:

I'm a fourth-generation Victorian. The other board that I served on was the Victoria Foundation - second oldest Canadian foundation. The volume of people who want to go to BC to retire is higher than other places in BC. It's extremely safe. The cost of living is high. They have a lot of means to participate in philanthropy. Philanthropy in Victoria is pretty strong. There is also a tight-knit feeling of community.

Question: What are some disadvantages that VHF might face?

Answer:

VHF is huge, but not known by the vast majority of the general public. BC Cancer, Alzheimer's, Hospice, BC Children's Hospital, United Way are competitors. It can be a challenge getting people to give you a percentage of their philanthropy purse.

# APPENDIX A

## BOARD MEMBER INTERVIEW NOTES

### Donnie Wing - Treasurer

Question: Given your extensive background in healthcare, what are some unique advantages or disadvantages that VHF has, compared to other hospital foundations you've been a part of?

Answer:

There is an inherent advantage because you are a healthcare foundation. At SUCCESS, it was a lot harder to fundraise. With hospitals, people see the value. You have to remember to capitalize on the advantages and opportunities within the donor space. For VHF, the challenge is that Victoria is really small and the mandate is to support the three main hospitals on the island. The mandate is broader than most - people are only seeing the value if it directly affects them - may have some difficulties gaining donors because of this. Target market is a lot smaller - geographical restraints.

Question: With COVID-19, have you seen any fluctuations with the Foundation's financial performance?

Answer:

Seemed to create a positive incentive for giving. VHF released a campaign: "It's Critical, "Showing the COVID is an opportunity to give. More value in donating during this time as it directly correlates with healthcare.

Impact on events. Major annual gala had to be cancelled - needed to determine other ways to bring in more donations Tried a virtual event but the relationship-building aspect was missed. Golf tournament cancelled - generally 300 people attend - typically the leaders in the community - missing the networking and relationship building aspects of such events - the face-to-face interaction. More long term effects on donations (both positive and negative)

Question: What do you wish more people knew about the Foundation?

Answer:

What the foundation itself does A lot of people think that it's simply a foundation to buy equipment, which is the traditional mindset. Island health is starting to think broader Started asking for different things How to deal with emerging health issues - i.e. seniors care - how can we support these facilities Island health authorities cannot fund everything Healthcare is only 50% of the government's budget - some things aren't totally funded. There is a desperate need for funding to meet the care needs of these homes - there is a lot of better 'at home' programs - cheaper than putting them into a home - better than just building more homes that will require even more funding. Are there different areas that hospital foundations can look at - without sole focus on equipment? Community services - this is a changing sector - there is still not enough money to service those needs - what does community service comprise of? There is a lot more need and value for these services. What can be done to help keep someone in their house versus putting them in a facility? We're starting to see that from other health authorities.

# APPENDIX B

## SECONDARY RESEARCH ANNOTATED BIBLIOGRAPHY

**Annotated Bibliography: Analyzing how COVID-19 has affected fundraising and donor behaviours**

**Anderson, S., & Bristow, C. (2020). How to retain new donors beyond the covid-19 pandemic. Retrieved February 8, 2021, from <https://www.campbellcompany.com/news/retaining-new-donors-covid-19>**

This article by Sarah Anderson and Caitlin Bristow demonstrates how COVID-19 changed the way organizations approach fundraising. After noting these disruptions in the industry, the article goes on to offer tips and tricks on how to retain donors during and beyond the pandemic. This article will be referenced to help describe the disruption to the industry of fundraising.

**Bannow, T. (2021). Pandemic didn't dampen fundraising. *Modern Healthcare*, 51(1), 0020.**

Tara Bannow offers insights into the opportunities provided to fundraising in the healthcare sector, and the implications that come with those opportunities. This article made an interesting comparison in that the hospitals consumed by COVID-19 are being flooded with donations, similarly to the Red Cross when a natural disaster happens. This article will be used to talk about both challenges and opportunities facing healthcare-related charities.

**Burk, P. (2018). What donors are thinking in 2018. Retrieved February 22, 2021, from <https://www.burksblog.com/what-donors-are-thinking-in-2018/Penelope>**

Burk releases research every year regarding people who donate, what they want to see from charities, and what their giving patterns were that year. In this article, Burk talks about a few key findings from the 2018 survey. This article will not be referenced in the report as it does not offer an understanding of the COVID donors, but it was a helpful read to better understand a donor's perspective in a general sense.

**Castro, E., & Chng-Castro, A. (2020). COVID-19 and the Charitable Sector. Retrieved February 8, 2020, from <https://www.give.org/docs/default-source/donor-trust-library/wga-covid19-charity-report.pdf>**

The charity report from BBB Wise Giving Alliance indicates the potential consequences of the pandemic and offers insights into the donating public's attitudes towards their giving futures. The observations from this report will be used to help describe the challenges charities are facing and the potential shifts in giving patterns.

# APPENDIX B

## SECONDARY RESEARCH ANNOTATED BIBLIOGRAPHY

**Elmer, G., Ward-Kimola, S., & Burton, A. (2020). View of Crowdfunding during COVID-19: An international comparison of online fundraising: First monday. Retrieved February 19, 2021, from <https://firstmonday.org/ojs/index.php/fm/article/view/10869/9991>**

Crowdfunding platforms such as GoFundMe have extensive analytics that this article explores. Focusing on 2020 giving patterns on these platforms, the article identifies the causes that are receiving the largest sums of donations. Although VHF is not involved with crowdfunding, the insights offered unique data that shows where people are allocating their donations in response to the pandemic. This source will be used to further describe the overall situation of how COVID-19 has shifted donor giving

**Fep reports. (2021). Retrieved February 21, 2021, from <https://afpglobal.org/fep-reports>**

The most recent Canadian giving index report (2019 Q4) provided infographics and other forms of showing data to demonstrate the trends among Canadian donors. This report will not be referenced in the document because it was created in 2019 which does not provide insight into the donor's shifts in giving due to the pandemic.

**Fidelity. (2020). COVID-19 and Philanthropy: How Donor Behaviors are Shifting amid Pandemic. Retrieved February 10, 2021, from <https://www.fidelitycharitable.org/insights/how-covid-19-is-shifting-donor-giving.html>**

This article identifies key findings from a survey put out to philanthropic individuals to better understand their response to the pandemic. The survey explored the changes in monetary donations, as well as volunteering habits. This article will be referenced in the report to identify the shifts in donor behaviour

**Harper, T. (2020). The COVID-19 Crisis Presents an Opportunity for Canada's Charitable Sector to Disrupt the Status Quo: Sector Leaders. Retrieved February 12, 2021, from <https://thephilanthropist.ca/2020/06/the-covid-19-crisis-presents-an-opportunity-for-canadas-charitable-sector-to-disrupt-the-status-quo-sector-leaders/>**

This article focuses on sector leaders and their opinions on where organizations should make changes to survive in the world of COVID-19. Questions discussed in this article are focused on business models, crisis preparation and company voice. The developments examined in the article will be referenced briefly in the report to identify some industry-wide opportunities as the industry navigates forward.

# APPENDIX C

## INTERVIEW NOTES: CAITE DHEERE

Caite Dheere: Donor Services Coordinator

Monday, February 22, 2021

**Question:** Talking with Alec, we were impressed that you do phone calls to donors to thank them. We think that is a unique and personal tactic that many donors appreciate. How did your team decide to make these calls a priority?

**Answer:** A thank you goes such a long way, being on calls with donors goes a long way, came up with it from meeting a few years ago it is important to thank every donor because it is unique, as a donor herself it is an extra thank you that is appreciated - makes VHF memorable, impactful, word of mouth goes a long way in a small town

**Question:** What is the most rewarding thing about your job?

**Answer:** Being able to thank donors and listen to their stories and journeys, also to see a team come together with unique roles and skills to make campaigns, seeing other people connect to individuals stories. Helping build trust through marginalized individuals.

**Question:** Looking ahead, what is your main concern regarding donations to the Foundation?

**Answer:** Healthcare is always relevant - people love a good local story and supporting local hospitals. Newsweek publishes the top 100 hospitals in the world, ranked top 20. Concerns are getting younger people involved in donating. Reaching younger individuals as an investment. Drawing in a new generation. Making donations a smooth service.

**Question:** How has COVID-19 changed the way you build relationships with donors?

**Answer:** Checking in more with donors they have relationships with. Making personalized calls to see how they're doing without asking for donations. The virtual doctor talks to show what donors have donated and how it helps the hospital. Ramping up channels, keeping up in different ways.

**Question:** What is something, past or current, that your team is especially proud of? Whether it be adapting to COVID or a specific initiative.

**Answer:** How to stay relevant without in-person meetings, had a new major donor come in. Proud of work culture, the best place to work. Being able to survive through covid without having normal major events take place.

**Question:** Are there any tips you could give us as we move forward with our strategies? **Answer:** Always be genuine in communication, not sounding like you are marketing. Try to personalize where possible. Always look at what was the donor's first-time touchpoint, their history and stories matter as touchpoints. Always an opportunity to show how their donations touch people in a significant way. Always show their great impact. Donors do not like mailouts anymore and want lower admin costs. Their current admin costs are between 16-20%

# APPENDIX D

## INTERVIEW NOTES: COLLEEN BRONSON

Colleen Bronson: Manager of Philanthropy  
Tuesday, February 23rd, 2021

Question: What are your responsibilities as the Manager of Philanthropy?

Answer:

- Donors of \$100-150,000 a year Engage a variety of people
- Cultivate (half a year), solicitation phase (ask for donations), recognition phase, stewardship phase (make them feel good, you saved lives, events for donors, thank you cards, etc.)
- Cultivate: doc talks, coffee, etc.

Question: What is the most rewarding part of your job?

Answer:

- see a donor feel like they are really making a difference
- helping create the change people want to see in the world
- Fundraising - high job security

Question: What has VHF done to be successful in retaining donors in the past?

Answer:

- Have more relationship managers (with donors) more individualization
- Personal touches, track everything really well (donor records)
- December, October, April, March (key months for donors)

Question: What is something, past or current, that your team is especially proud of? Whether it be adapting to COVID-19 or a specific initiative.

Answer: Stopped everything, picked up the phones and got closer with everyone during the start of the pandemic to help build relationships. Virtual engagement is higher.

Question: Are there any potential challenges you see in the future regarding donations to the Foundation?

Answer: Other places are going to need money, so they might lose some attention as things reopen (the arts).

Question: Are there any tips you could give us as we move forward with our strategies?

Answer:

- Help engage donors that donated highly at the beginning of the pandemic
- Engagement and communications strategies
- What inspires someone to want to attend or be involved (make it elite, an honour, or super informative and inspiring)
- Have donors have 15 min time slots with doctors to have a chat (ideas like that)
- Leaders in tech, resources, businesses, with lots of money to engage.
- Tight budget, low cost.
- Time = money, needs to be worth it to give the effort

# APPENDIX E

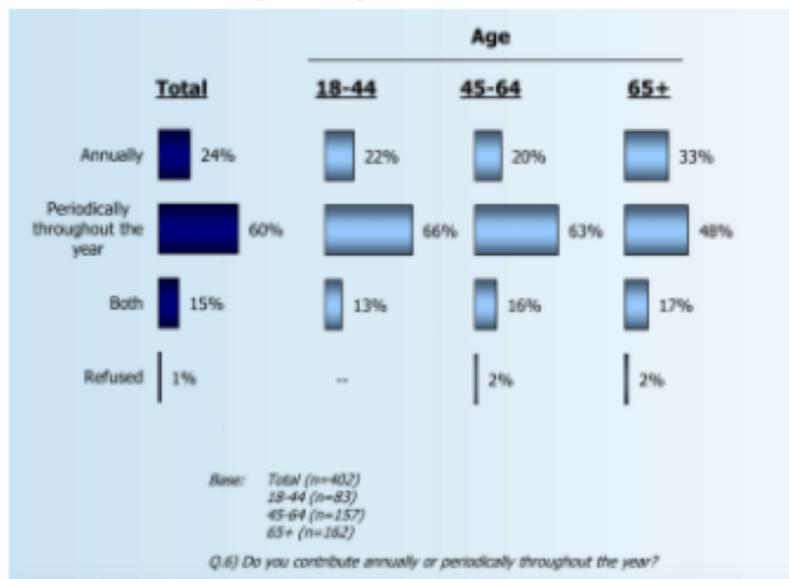
## DONOR INFORMATION | VHF

### Donor Demographics



(Victoria Hospitals Foundation, 2015)

### Donation Frequency



(Victoria Hospitals Foundation, 2015)

# APPENDIX E

## DONOR INFORMATION | VHF

### Donation Solicitation Preferences

	Total (402) %	Gender		Age		
		Male (178) %	Female (224) %	18-44 (83) %	45-64 (157) %	65+ (162) %
Event	25	19	<b>29</b>	<b>44</b>	14	9
Comment on the mail	24	20	28	12	27	<b>40</b>
By email	14	<b>21</b>	8	17	14	10
Telephone call	4	4	4	4	4	4
Asked by a friend/ family/ colleague	2	4	1	1	4	1
Through advertising/ charity drives/ telethons	1	1	2	2	2	1
Other	2	3	2	1	3	4
Don't like being solicited for donations/ will give whatever cause is important to me on my own	28	30	26	20	32	32

*Q.4) How do you prefer to be asked for a donation?*  
*Note: due to multiple responses, the percentages add up to more than 100%.*

(Victoria Hospitals Foundation, 2015)

### Donation Preference

	Total (402) %	Gender		Age		
		Male (178) %	Female (224) %	18-44 (83) %	45-64 (157) %	65+ (162) %
Online	39	<b>44</b>	34	<b>58</b>	33	16
Through mail	29	23	<b>35</b>	13	31	<b>52</b>
Some other way	27	25	28	25	27	29
- In person	20	19	21	20	18	21
- Ongoing deductions (payroll, credit card, etc.)	5	4	7	4	8	5
- Over the phone	2	3	1	1	1	3
No preference	5	7	3	3	9	3

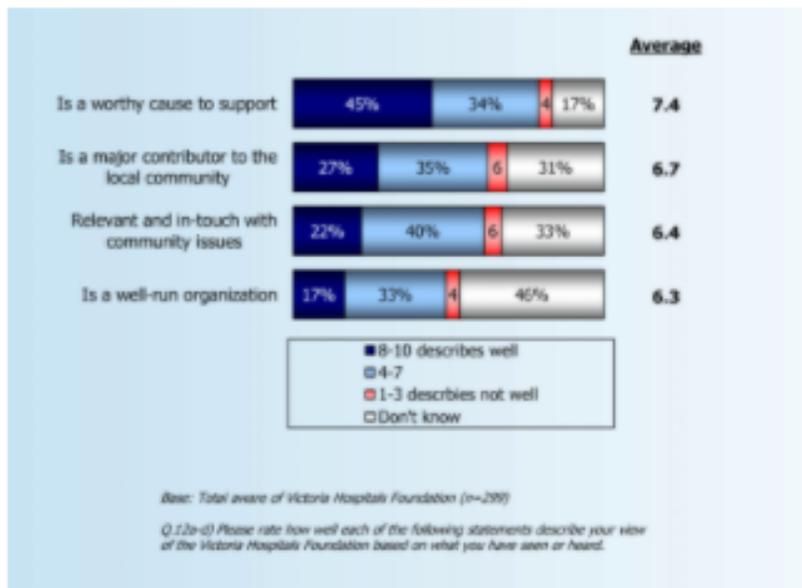
*Q.5) And how do you prefer to make a donation?*

(Victoria Hospitals Foundation, 2015)

# APPENDIX E

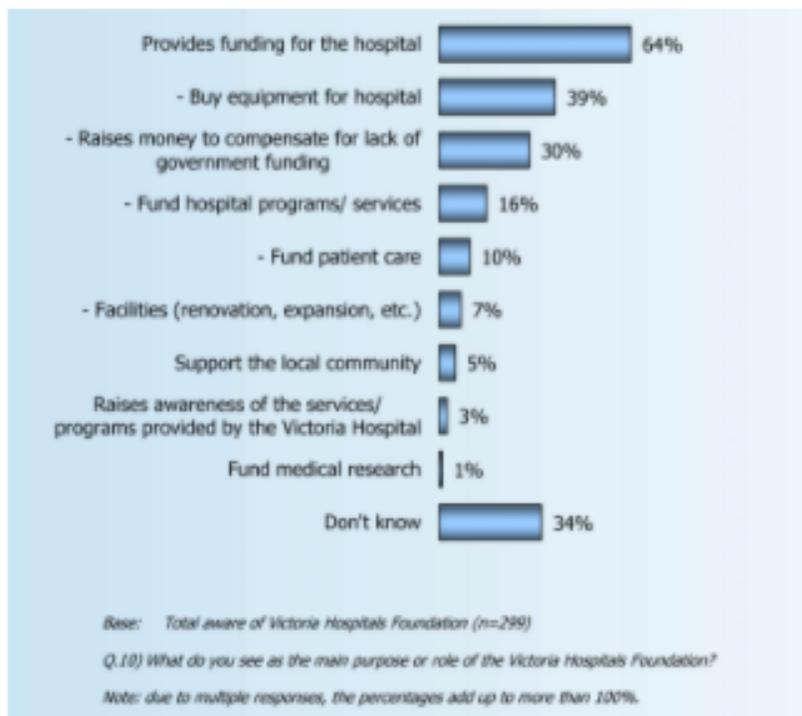
## DONOR INFORMATION | VHF

### Reasons for donations



(Victoria Hospitals Foundation, 2015)

### Donation Perception of VHF support



(Victoria Hospitals Foundation, 2015)



**INNOVATING HOPE**  
**— ON THE ISLAND —**

Innovation | Community | Generosity | Healthcare

