



Calgary
Health Trust

Vice President, Development
Executive Brief



Calgary Health Trust

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For More Information

For more information about this exciting leadership opportunity, please contact **Christoph Clodius, Vice President** at KCI (Ketchum Canada Inc.) by email at CHT@kciphilanthropy.com or 604-315-5629. All inquiries and applications will be held in strict confidence.

Please note that the deadline for submission to the above email address is **July 20, 2018**.



Vice President, Development

The Opportunity

Calgary Health Trust (the “Trust”) raises funds to transform healthcare in Calgary and Alberta. Through our many hospital and care sites around the city, the incredible generosity of our donors has helped to raise more than \$427 million for healthcare since 1996.

Now, as the Trust evolves under new leadership and establishes its strategies and priorities for the coming years, we are seeking a **Vice President, Development**, to be the catalyst for all future fundraising activities. Reporting to the President and CEO, the Vice President will lead a dedicated team of 14 staff in the strategic thinking and execution of all development activities, which include major gifts and campaigns, annual and monthly giving, direct mail and online gifts, and planned giving.

The Vice President will work in partnership with the President and CEO, an influential and high-profile Board, and key site volunteer groups to build and enhance our fundraising efforts. The Vice President will be a key member of the dynamic new leadership team and plays a crucial role in the business and strategic planning process of the Trust overall.

About Calgary Health Trust

Calgary Health Trust, a catalyst in healthcare philanthropy, connects donor passion with treatment, education and research priorities in the Calgary community. As the fundraising arm of Alberta Health Services (AHS) in Calgary, the Trust raises and disburses philanthropic healthcare gifts and other funds across Calgary and the surrounding area.

The Trust was established in 1996 when the Province of Alberta restructured the healthcare system. Philanthropists involved with the Calgary Health Region, and several of Calgary’s health foundations, saw a unique opportunity to coordinate the efforts of the existing healthcare foundations by creating one cohesive organization to efficiently and effectively raise funds for excellence in healthcare.

Through the incredible generosity of its donors, the Trust transforms healthcare in Alberta by funding state-of-the-art technology, innovative programs, research and education. The funds raised benefit Foothills Medical Centre, Peter Lougheed Centre, Rockyview General Hospital, South Health Campus, many community health programs and 12 Carewest care centres in the Calgary community.

In the 2017 fiscal year alone, the Trust provided over \$8.2 million to hospitals and community programs, research initiatives held at the University of Calgary, and a number of other partners who are aligned with our vision to transform healthcare in Alberta.

The Trust employs 33 dedicated professionals who work closely with AHS and community partners to identify key priorities where philanthropic support will ensure excellence. In addition to our hospitals, health programs and Carewest centres, our priority needs include:

- Newborn Health
- Emergency Pediatric Pod
- Hemodialysis
- Carewest: Close to Home Campaign
- Gastroenterology and Endoscopy
- Inflammatory Bowel Disease Research & Wellness Clinic

The Trust's fundraising efforts are currently focused on three pillars:

1. Developing world-class care.
2. Impacting Albertans and their families.
3. Improving the quality of life for those in our community.

We are committed to building strong partnerships with donors, volunteers, and health professionals that are characterized by integrity, accountability, creativity, and results. We believe strongly in matching donor interests with healthcare priorities, ultimately making a difference and improving the quality of life for our community. We believe that every donor has a story, every gift has a vision and every patient's life can be changed. For more information, please visit: [Calgary Health Trust](#)

Fundraising at Calgary Health Trust

The Trust is grateful for the thousand of donors, contributors, event attendees, and lottery ticket buyers that support us every year. In fiscal 2017, our net fundraising revenue was over \$27 million, including net revenues from our lotteries (\$8.2 million) and events (\$1.8 million).

More specifically, last year, the Trust's development portfolio generated just under \$16 million, including \$8.6 million from major gifts, \$5.9 million from realized planned gifts, \$555,000 from annual giving, and \$740,000 from other programs.

Soon we will launch the "Newborns Need" campaign, a transformative approach to newborn health across the region. This \$60 million campaign has already raised over \$35 million in gifts and pledges.

- ❖ **For more information please visit:** [Newborns Need](#)
- ❖ **For information on our other priority projects and site needs, please visit:** [Priority Projects & Site Needs](#)

Looking forward, our strategic considerations for 2018/19 include:

- Cost recovery to help offset activities such as gift processing and receipting.
- Implementing a new "Door to Door Campaign".
- New campaigns, including a zone-wide "Mental Health Campaign".
- New vehicle to create a partnership with small to medium size businesses.
- A review of the Trust's portfolio of events.
- An assessment of the opportunities, feasibility, and practicality of mobile giving.
- An inventory listing of naming opportunities and preparing a proposition for naming levels.
- Discussions regarding a social enterprise.
- An appropriate staff giving monthly payroll deduction mechanism.
- Investment policies and opportunities review.
- A prestigious program that will bring together the Board, founding members and key funders of The Trust.
- Review of the Trust Brand including: Evaluation of the Trust brand; storefronts at site offices; AHS Staff and Physician Engagement; compelling messaging to grow grateful patient gifts; redeveloping the Trust website.

The Ideal Candidate

The new Vice President will be an experienced fundraising leader and credible expert, with a strong capacity and interest in building effective programs. The ideal candidate will have experience leading broad-based fundraising programs, with a particular expertise in major and principal gifts fundraising and campaigns.

The new Vice President will be authentically mission-driven with a passionate interest in healthcare for Calgarians. With an entrepreneurial drive and strong desire to innovate and take calculated risks, the new incumbent will be an ambitious and focused builder who is ready to help chart an aspirational and achievable course for our evolving organization.

An accomplished strategist with impressive executive management skills, the Vice President will have previous success working within a complex, multi-stakeholder environment, ideally in a healthcare context. An understanding of the health sector, including program development and delivery, as well as relations between partner organizations is also helpful.

A communicative and collaborative colleague, the new incumbent will partner with the Trust's leadership team, Board, volunteer committees, and staff to marshal resources in the proactive development of our fundraising strategy. With the perseverance, dynamism, and tenacity needed to grow an effective and successful fundraising program, the new Vice President will also possess the adaptability and flexibility to thrive in changing circumstances.

A natural relationship-builder, the ideal candidate will successfully oversee and lead donor engagement activities. The new incumbent will ensure that relationships with volunteers, donors, prospective donors, and key partners are prioritized and elevated. While knowledge of the Calgary philanthropic environment is ideal, the capacity to listen, engage, and network is even more crucial.

The successful candidate will be an energetic team player, keen to learn, as well as to share their knowledge and expertise. Tactful and diplomatic, the Vice President will have the desire and fortitude to foster a culture of philanthropy among the staff and Board, and across the organization as a whole.

Also, as a dynamic action-oriented leader and skilled enabler of high-profile volunteers, the ideal candidate will be a confident and inspirational manager who will guide and support staff and volunteers alike. Equally comfortable working behind the scenes to ensure effective processes and procedures as well as being the face of the Trust, the new Vice President will have the proven ability to lead and motivate a team of professionals by demonstrating passion and drive to succeed.

As a convincing speaker and articulate communicator, the successful candidate will work collaboratively to develop appropriate messaging for donors and prospects with the goal of connecting caring individuals with the Trust's priority projects. Possessing a strong presence, the new incumbent will be confident and convincing in meetings with diverse constituencies.

Key Accountabilities

Strategy and Planning

- Work closely with senior leadership, including a dynamic and diverse Board of Directors to lead the organization to new level of results across all fundraising programs.
- Contribute to the strategic and business planning process, including participation in development of the annual budget and operational plan for the development department.
- Ensure development and fundraising plans represent our values of passion, collaboration, innovation, trustworthiness, inspiration and compassion.

- Ensure that appropriate reports on progress including operation key performance measures to internal and external stakeholders are prepared, accurate and meaningful.
- Develop short-term and long-term fundraising strategies consistent with the Trust's strategic plan.
- Lead in the development and management of timelines for various fundraising strategies to ensure strategic plans and critical processes are developed, introduced and executed in a timely manner.

Fundraising Execution

- Lead, develop and execute major campaign plans, grow and sustain a robust pipeline of major and planned gift donors, and build and maintain lifelong relationships between donors and the community we serve to support a strong culture of philanthropy.
- Develop and execute diverse strategies and tactics for all fundraising initiatives to ensure increased annual revenue.
- Ensure that new and current fundraising initiatives undertaken by the Trust are coordinated across the organization with key partners and have excellent reporting and business process practices.
- Provide innovative growth of fundraising aspects throughout the organization.
- Leveraging campaign experience, advising, and supporting the development and implementation of campaign procedures, policies, and operating plans in order to ensure highest professional standards for enhancing the quality and effectiveness of the Trust's fundraising efforts.
- Working with the Director of Development and Campaigns, lead the development of compelling case material.
- Articulate our case for support and inspire philanthropy through aspirational and visionary conversations with our donors and prospective donors.
- To research, identify, and pursue opportunities for funding through all appropriate mediums.
- Position the Trust as a significant fundraising organization.
- Develop, recommend, and monitor progress against annual and multi-year production and development targets for major gifts and planned giving.
- Personally manage a portfolio of key prospects and donors and directly conduct cultivation visits, solicitation calls, and stewardship activities that set the example for the team.
- Assess, evaluate, and implement changes as needed to fundraising activities and practices.
- Ensure that the philanthropy, sponsorship, and fund development activities are aligned with the organizations' mission, vision, and values.
- Build relationships with community stakeholders to advance the mission and fundraising goals of the Trust.

Staff and Volunteer Leadership

- Lead a team of 5 direct reports, who in turn lead a team of 14 fundraising professionals.
- Provide leadership and direction to development and fundraising staff to encourage results and follow-through
- Providing guidance and mentorship to the Trust's teams on the development, planning, and execution of fundraising campaigns to establish and maintain fundraising momentum and capacity and achieve specified campaign objectives.
- Manage and provide ongoing leadership and oversight to the fundraising and development team including recruitment, training, direction, support, coaching, mentorship, and directing personal/professional development.
- Collaborate with Development and fundraising teams to create a plan which will increase revenue to support the strategic direction of the organization.
- Inspire professional fundraising staff, volunteers, and leadership to achieve ambitious fundraising growth.
- Complete quarterly and annual performance evaluations and ongoing coaching to all direct reports.
- Assist board members, CEO, and other fundraising and sponsorship volunteers and staff to identify, cultivate, and solicit charitable gifts and sponsorships.

Trust Collaboration and Leadership

- Lead health philanthropy in Calgary with the goal of improving the health of Albertans.
- Develop and maintain close and effective relationships with Alberta Health Services, government officials, Board of Directors, development councils and other consultants.
- Demonstrate leadership and passion for the organization.
- Ensure a culture and environment which meets delivery of organizational requirements, superior results, and service excellence.
- Leading by example, collaboratively working with service delivery teams (communications, finance, etc.) to ensure adherence to the Trust's policies and procedures and to identify opportunities for improvement.
- Assist the communications department to ensure cultivation, acknowledgement and recognition programs are effective.
- Appropriately represent the Trust and Board to donors, prospects, sponsors, development committees, and fundraising volunteers.

Qualifications

- Previous experience as senior development leader.
- Proven track record and demonstrated fundraising successes that include campaign management and closing major gifts.
- Experience working with and leading a team of motivated, energetic and results driven individuals
- Experience working with stakeholders (e.g. Alberta Health Services/Board of Directors), donors, and community leaders.
- A well-rounded background with strong fundraising and development skills and a proven track record of developing, integrating, and aligning business strategies to excel at development and fundraising in a dynamic environment enabling growth of team to reach their full potential.
- Experience with engaging leaders and volunteers in major gift prospect identification, cultivation, solicitation, and stewardship.
- An exceptional coach and mentor with a track record of effectively developing, managing, and mentoring a talented development and fundraising team in an exciting environment enabling growth of team to reach their full potential.
- Experience with Raiser's Edge would be an asset.
- University education, or equivalent training and experience.
- Fundraising certification such as CFRE is considered an asset.

Calgary Health Trust Board of Directors

William Sembo *Chair*
Lesley Conway *Vice-Chair*
Sandy Edmonstone *Vice-Chair*
David Routledge *Vice-Chair*

Kirk Bailey
Carlo Bellusci
Angela Butler
Barry Davy
Garry Durbeniuk
Bruce Edgelow
Robert Hawes
Beverly Higham-Linehan
Dr. Richard Hu
Brenda Huband
Sarah Kennedy
Robert King
Bobby Libin
Cynthia Moore
William Osler
Dan Silvester
Roger Smith
Greg Turnbull

Ex-Officio: Dr. Chris Eagle

Fund Development Councils

The engagement of volunteers in the fundraising process is critical to the success of the Trust. Hospital-based Fund Development Councils are volunteer community representatives who provide strategic support to connect our donors and grateful patients with site or program specific initiatives. Fund Development Councils provide support for annual fundraising and development programs at each of the acute care hospitals – Foothills Medical Centre, Peter Lougheed Centre and Rockyview General Hospital and South Health Campus.

Foothills Medical Centre

Kirk Bailey, *Chair*
Vic Bryant
Laurie Edwards
Joni Hughes
Dana Silver

Robert Peabody, *Vice Chair*
Shawna Syverson
Bruce Churchill-Smith, QC
Dr. Peter Jamieson
Michael Suddes

Peter Lougheed Centre

Bruce Edgelow, *Chair*
Dr. Elizabeth MacKay
Dr. Ian Scott
Janice Stewart
Kim Berjian

Karen Foudy
Jim Jenkinson
Sherali Saju
Jasraj Singh Hallan
Dr. Mark Zivot

Rockyview General Hospital

David Routledge, *Vice Chair and Acting Chair*
Peter Blanchard
Anastasia Columbus
Laurie Harding
Feisal Keshavjee
Stuart Libin

Nancy Calvin
Dr. Kelly deSouza
Debbie Goulard
Rick James
James S. Kinnear
Georgine Ulmer

South Health Campus

Sarah Kennedy, *Chair*
Lori Anderson
Dr. Colin Del Castillo
Jessica Schneider
Alexandra Zabel

Sharon McCormick, *Vice Chair*
Shannon Darragh
Jillian Dickson
Shelley Koch
Marc Staniloff

Biography

Dr. Chris Eagle, MBA, MD, FRCPC
President & CEO

Dr. Eagle is a distinguished healthcare leader in Alberta with a lifelong dedication to bettering public healthcare services and improving patient outcomes. He is the President and Chief Executive Officer of Calgary Health Trust and a previous President and CEO of Alberta Health Services. Prior to the formation of AHS, he was President and Chief Operating Officer of the Calgary Health Region.

Dr. Eagle trained as a cardiac anaesthesiologist and has a long academic career with interests focused on healthcare quality, safety, and leadership. He was professor and head of the department of Anaesthesia at the University of Calgary and Chief Examiner and Chair of the Specialty Committee in Anaesthesia at the Royal College of Physicians and Surgeons of Canada. He continues to hold academic positions as professor emeritus at the University of Calgary, adjunct professor at the University of Alberta and at Royal Roads University, Victoria, and executive in residence to the Royal Roads Health Leadership Program.



Organizational Chart

