



# STRATEGIC PLAN

2023-2026

Creating a healthier future, together.

Creating a strategic plan to guide the next few years of the Northern Lights Health

Foundation's operations allowed us to examine our successes and challenges, to analyze industry and donor trends, and to seek deeper understanding of our work in the context of an evolving northern community. As you may expect, we asked our Board of Directors, donors, and stakeholders for their invaluable insight and feedback.

We were pleased to reflect on the comments of support and appreciation for our fundraising and campaign project management work during a five-year period of major environmental and economic upheaval in our region.

We acknowledged our fundraising and event accomplishments, our demonstration of business continuity, and our deep connections to donors and stakeholders throughout the global pandemic as we addressed emergent healthcare needs. And then we got down to business – preparing for the next opportunities that enhance great healthcare in our vibrant region.

Since 1985, the Health Foundation has been honoured to be a steward of the generous gifts donors have given to support Alberta Health

Services in the Wood Buffalo region, including our regional hospital, the Northern Lights Health Centre. Together, we have raised over \$85,000,000 and have funded initiatives outside the scope of, or to enhance, government funding. We have invested in hospital equipment, capital development, and patient and staff services. Together, we have launched and supported programs in mental health, maternal and infant care, orthopedic and spinal surgery, children's wellness, seniors' health, and Indigenous health, and have made major improvements to the hospital and clinics to increase access and services.

In the coming three years, the Health Foundation's commitment to inspiring our community to advance leading edge healthcare for the people of our region will be the foundation of everything we accomplish. These ideals are captured in the mission, vision, values, and our Board of Directors' goals.

We are honoured to support the transformation of healthcare for generations to come by activating our strategic priorities. We welcome and appreciate your contributions as we travel this path together.



**Greg Fuhr**  
Chair,  
Board Of Directors



**Cindy Amerongen**  
Executive Director









## OUR MISSION

Engaging people, inspiring philanthropy, and securing funds for a healthy Wood Buffalo region.

## OUR VISION

Strong, healthy communities. Together.

## OUR VALUES

**Passion:** We are excited to connect the community to our mission; we are committed to investing in the best healthcare; we are dedicated to the wellness of our region.

**Integrity:** We honour our word; we are

transparent and accountable; we appreciate all gifts, and we handle them with the utmost care.

**Innovation:** We strive for innovation; we are visionary in our thinking; we are leaders in collaboration; we believe anything is possible.

**Respect:** We demonstrate respect for our region's rightsholders and stakeholders, their diversity, unique needs, and contributions.

**Honour:** We are committed to advancing Indigenous health services, programs, and care in our region. We walk the Orange Path of Reconciliation through knowledge, respect, representation, and action.

# BOARD GOALS

The Northern Lights Health Foundation Board is committed to the mission through excellence in fundraising and charitable organization management.

**The board's goals are clear:**

- Ensure Future Growth to meet current and future grant funding needs.
- Build and nurture healthy Stakeholder Relations to attract and retain donors.
- Demonstrate Governance Excellence by providing strategic direction, leadership, and oversight on behalf of stakeholders.
- Demonstrate Operational Excellence by operating transparently, accountably, and sustainably.

The Board is committed to ensuring the strategic plan is aligned with the vision, mission, and goals of the organization and that the plan is reviewed annually.





# STRATEGIC PRIORITIES

## 2023–2026

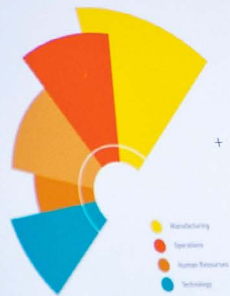
Donors are paramount to the success of advancing healthcare in our region. Committed individuals and families, corporate and entrepreneurial companies, community agencies, and social groups together provide the generosity needed for the Health Foundation to advance safe, high-quality, person-centred care to create strong healthy communities.

It is the Health Foundation's role to ensure donors have knowledge of the Alberta Health Services' (AHS) priorities we are committed to supporting, that they have opportunity to connect with us and see the impact of their gifts, that their donations are treated with respect, and that they have a variety of ways and means to contribute to creating a healthier future.

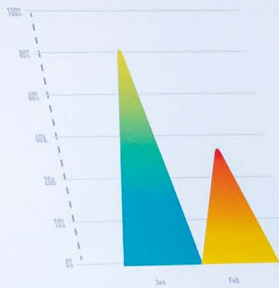
### **2023 – 2026 Strategic Priorities**

- 1. Elevate and Expand our Reach**
- 2. Strengthen Donor Impact**
- 3. Foster Effective Partnerships**
- 4. Empower our People**





This chart relates to company's overall capabilities. We haven't set a goal for the percentage goal in the application form to be set within and the statement that it is being used.



Percentage based on the of international growth reporting. We've not set a goal for the percentage goal in the application form to be set within and the statement that it is being used.



Multi-national operations: growth reporting, operational reporting and strategic capabilities. We haven't set a goal for the percentage goal in the application form to be set within and the statement that it is being used.



The analysis suggests a healthy market which will welcome the strategic introduction of our new products. International interest regarding our products has been high and we propose introducing our product line into several new global and local markets in the new year. The business is also ready to expand the brand into new brand extension areas with market exploration opportunities. This is the data and analysis from an actual market research project conducted during the period stated above. The target market and specific companies analyzed in this call sheet describe how the market research is used to meet the specific requirements of our clients.





# 1. ELEVATE AND EXPAND OUR REACH

## Deliverables:

- Utilize website and enhanced marketing and communications tools to reach new audiences
- Leverage market research, analytics, and data to inform new acquisitions of fundraising tools
- Focus on effective tools and tactics that are donorcentric to expand reach, engage the broader community, and acquire new donors and retain all donors
- Invest in local advertising as required to elevate brand and gain audiences for fundraising events and projects
- Create highly targeted social-media and marketing tactics to engage young and high-net-worth donors
- Develop compelling campaigns supporting various healthcare areas, programs, and priorities
- Respond to recommendations which will arise from the Better Together Indigenous Health Project toward the creation of an Indigenous Health Clinic and associated capital campaign project
- Focus marketing framework to build unrestricted donations to increase sustainability and agility to meet future healthcare initiatives and emergent needs

**Building on our 35-year foundation, we will further elevate our philanthropic brand to appeal to untapped donors in existing demographics, as well as first-time donors in new donor segments.**







# 2. STRENGTHEN DONOR IMPACT

## **Deliverables:**

- Deliver exceptional donor experiences through quality events and interactions, mindful of multiple avenues of giving
- Grow major gifts and annual programs and focus on reoccurring giving
- Launch Leave Lasting Legacy giving program building on industry best practices for donor legacy gifts of wills, bequests, assets
- Establish multi-year, and multi-program or event commitments
- Enhance stewardship programs that deliver experiences creating affinity and loyalty
- Increase opportunities for donors to connect with the projects, facilities, programs, equipment they have funded
- Increase opportunities for recognition, engagement, and affiliation for donors and supporters
- Champion and advocate for culturally safe, respectful, and appropriate health services and spaces

**We will strengthen our fundraising capacity, diversify our donor programs, and deliver a transformational donor experience to increase support to AHS initiatives in our region and promote the impact of donor generosity.**

# 3. FOSTER EFFECTIVE PARTNERSHIPS

## Deliverables:

- Collaborate with Alberta Cancer Foundation initiatives which support cancer screening in remote communities and compassionate care at the Cancer Clinic in the Northern Lights Health Centre
- Partner with the Stollery Hospital Foundation to strengthen local support for infant health and for children and adolescent mental and physical health
- Work in partnership with community agencies to build relationships with peers and to enhance funding opportunities, volunteerism, professional development, and to support community initiatives
- Work in partnership with appropriate agencies to advance the Better Together Indigenous Health project towards the creation of an Indigenous Health Clinic
- Ensure alignment at the site level, zone level, government level to drive local health priorities and capital development

**We will create opportunities and lead initiatives that support the diverse healthcare needs of the people of our region. We will collaborate with new and existing partners to maximize our collective impact that improves access, care, and recovery locally.**





# EMPOWER





# 4. EMPOWER OUR PEOPLE

## **Deliverables:**

- Attract and retain diverse community leaders to the board and ensure avenues for board development
- Engage all board members in personal giving and fundraising activities
- Engage AHS leadership and NLHF Board in collaborative planning for deeper knowledge of grant requests
- Engage the fundraising influence of key AHS staff, physicians, and clinicians to champion appeals
- Attract and retain top performing fundraisers and employees
- Invest in our people, growing our pool of internal leaders for succession planning and sustainability
- Ensure high levels of employee satisfaction and engagement
- Support and elevate volunteers to ensure quality experiences and relationships with the Foundation
- Increase opportunities for recognition, engagement, and affiliation for board, staff, and volunteers
- Ensure Board and staff receive education and training in Indigenous health concerns to be effective advocates for health reconciliation and advancement of Indigenous health programs

**We will lead and nurture a culture guided by purpose and clear expectations that promotes an inclusive, innovative, respectful, donor-centric, and professional growth work environment fueling fundraising aspirations.**



**Phone:** 780-791-6041

**Email:** [cindy.amerongen@ahs.ca](mailto:cindy.amerongen@ahs.ca)

**Address:** 7 Hospital Street,  
Fort McMurray, AB T9H 1P2

Creating a healthier future, together.