



DIRECTOR, COMMUNITY GIVING

VGH & UBC Hospital Foundation raises funds for specialized adult health services and research for all British Columbians, including the largest, most specialized hospital in BC. Donors contribute over \$50 million to the Foundation every year to drive innovation and sustainable health care at VGH & UBC Hospital, GF Strong Rehab Centre, Vancouver Coastal Health Research Institute, and Vancouver Community Health Services.

Foundation leaders have created the new Director, Community Giving (CG) role to lead the Foundation's important community giving programs, ensuring they are strategic, effective, and fully integrated across the organization. Growing the programs from a foundation of excellence, the Director will have the opportunity to incorporate evolving philanthropic trends, demographic shifts, and industry-best practices.

Strong community giving programs set up the Foundation for success, so the Director will be hub for not only the community giving program's work, but key initiatives across the Foundation. As such this is an exciting opportunity for a fundraising professional to:

- Critically analyze the Foundation's CG programs, and set their strategic direction.
- Leverage and enhance the subject matter expertise of the existing CG team
- Act as the business lead for the new CRM Salesforce implementation
- Join a collaborative and highly professionalized and driven team working to fulfill a compelling mission.

If you're an exceptional fundraising leader with a strong generalist background and a passion for improving health care, this may be the role for you.

The following pages outline the Foundation and role in more detail; see page 9 for application information.



VGH & UBC HOSPITAL FOUNDATION

VGH & UBC Hospital Foundation is Vancouver Coastal Health's (VCH) primary philanthropic partner, raising funds for specialized adult health services and research for all British Columbians. VGH is one of only two accredited adult Level 1 Trauma Centres in BC. VGH, UBC Hospital, and GF Strong, are the province's main referral centres. For instance, VGH is the largest, most specialized hospital in BC and the number-one adult health care referral centre. Nearly half the patients come from outside Metro Vancouver for advanced treatments that are only available here. As well, GF Strong is the largest and most specialized rehabilitation centre for people in BC and the Yukon who have suffered spinal cord or brain injuries.

The simple truth is, if you are seriously ill or injured, our hospitals are your best chance. There are few illnesses or injuries our medical teams cannot treat, no matter how complex or rare.



Our Vision: Inspiring donors. Transforming health care. Saving lives.

Our Mission: Harnessing the power of philanthropy to significantly improve specialized health care and research for British Columbians.

Our Values: Initiative & Innovation. Integrity & Stewardship. Teamwork & Engagement.

Based at the VGH hospital site, the Foundation team is made up of more than 70 dedicated fundraising and support professionals, working to connect the passion of philanthropists with VCH's greatest needs. The Foundation is led by an accomplished Board of Directors (<https://vghfoundation.ca/about/board-of-directors/>), which governs VGH & UBC Hospital Foundation and are ultimately responsible for our strategic direction and overall performance.

Fundraising Accomplishments

Thanks to our donors, our 2020-21 consolidated revenue, including lotteries and investments, totalled \$88.7 million. Philanthropic support alone made up more than half of this total.

Foundation Accomplishments & Current Priorities

The Foundation's fundraising supports vital services for British Columbians: we are an adult's best hope for restoring and maintaining good health. The Foundation is leading the charge in transforming health care to ensure our system is sustainable for generations to come for all British Columbians who need us. Examples of specific areas for support include:

- **Brain Health:** Your brain is what makes you, you. It defines how you think, how you feel and how you function. When something goes wrong with your brain, it shatters your sense of being, and ripples out to family and friends. But it doesn't have to be this way. Donors have the



opportunity to accelerate our pace of discovery and dramatically change lives with the Brain Breakthroughs campaign.

- **Surgery:** VGH and UBC Hospital are centres of surgical excellence, caring for 60% of all adult trauma cases in BC. With 50% of surgical patients from outside Vancouver, over 30,000 surgeries are completed each year — saving and improving the lives of our loved ones. But operating rooms and other surgical spaces at VGH need upgrades to meet new operating standards and meet the needs of patients across the province. Our successful \$60 million Future of Surgery campaign raised funds for the goal of reducing wait times for surgical procedures, equipping the hospitals with groundbreaking technology, enhancing surgical spaces, and optimizing recovery for improved patient outcomes.
- **Cancer:** Treatment and research of the most complex cancers facing British Columbians takes place at VGH and UBC Hospital. Our focus is on world class research, prevention, diagnosis, treatment, and cures of these complex cancers. We aspire to improve the patient journey and outcomes for all patients living with cancer through world leading personalized treatment and care.
- **Heart & Lung:** From arrhythmias to asthma, our specialists are leading the world in innovative heart and lung disease treatment and research. Asthma and chronic obstructive pulmonary disease (COPD) are among the main causes of sickness globally and cardiovascular diseases are the number one cause of death throughout the world. Our world leading specialists want to change that, right here in Vancouver.
- **Innovation:** Solutions to health care’s greatest challenges won’t come from one idea or person. They will come from a community of innovators and investors, using their time, talent, and financial support to create system-wide change. By connecting the power of philanthropy with the power of innovation we can accelerate health care innovation in this province.
- **Community:** A full range of services outside of the hospital setting needs to be available to ensure all patients, including those who are marginalized, receive the right care at the right time in the right place – whether that be in their home, their neighbourhood, or the hospital.



Additionally, public health is more important than ever, and with the current global pandemic Foundation supporters have led the way in our response. See our news page for the latest information: <https://vghfoundation.ca/latest/>

For more information about the Foundation, see <https://vghfoundation.ca>.

DIRECTOR MANDATE

Overseen by the Senior Vice President, Community Giving & Engagement, Dany Maneely, The Community Giving and Engagement (CG&E) division inspires, engages, converts, and retains community-level support to VGH & UBC Hospital Foundation. The fundraising and business areas that sit within CG&E are the Foundation's annual giving, fundraising events, Asian Strategy, marketing and communications, art program, and lotteries (Millionaire and Hometown Heroes). Under the Foundation's 2021-2025 strategic plan, the division's focus is achieving long-term sustainability through growing donor numbers at the \$1K+ giving level by providing an exceptional donor experience. The division's annual revenue target is over \$11 million.

Reporting to the Senior Vice President, Community Giving & Engagement, the Director of Community Giving provides strategic execution through planning, developing, implementing, promoting, and evaluating the effectiveness of the Foundation's fundraising strategies, campaigns, practices, and activities for supporters giving at levels up to \$25K, with a focus on retention and acquisition of annual donors.

Broadly, the Director has overall responsibility for:

- leading, developing, and successfully implementing strategies that grow annual community giving with a focus on long-term sustainability through retention & acquisition of donors giving up to \$25,000;
- inspiring, leading, and integrating the teams focused on annual community giving, ensuring targets are met, and any risk around income areas is highlighted and managed.

Specifically, the Director has oversight of the annual & mid-level giving programs through direct response, monthly, online, tribute, events (Foundation-led fundraising events and independent community events), peer-to-peer fundraising programs, as well as the Foundation's Asian Strategy. The Director is accountable for achieving an annual revenue target of \$5M+ and leads three direct reports with a total staff team of 11.

Immediate Priorities:

With a role as broad and collaborative as the Director's, strategic and tactical priorities will inevitably shift over time based on both the Director's suggestions and evolving Foundation needs. However, the Director's immediate priorities in the short-term include:

- **Team Leadership:** Lead, manage, inspire, and develop high-performing team members to ensure targets are met, risks are mitigated, and engagement is positive.
- **Partners in Care (mid-level) fundraising program:** Lead the strategic review of this essential program, and develop, document, and implement the resulting plan to renew, reactivate and upgrade donors giving \$1K-25K across all giving channels (eg: mainstream, Asian Strategy, corporate and COVID donors). For more, see: <https://vghfoundation.ca/ways-to-give/partners-in-care/>
- **Events Strategy:** Lead implementation and integration of the outcomes of a strategic review (currently underway) to explore and define how the Foundation can use events as an engagement mechanism, to support the ultimate goal of growing the number of donors giving at \$1K+ and complementing our Asian Strategy.

- CRM Implementation: Oversee the successful adoption of our new Salesforce CRM within the philanthropic community giving & engagement teams to enable continued achievement of revenue and donor targets, and support achievement of overarching CRM Renewal Project successes.
- CG&E Reporting: Develop a concise and user-friendly reporting system to measure success for CG&E, including identifying any future reporting needs.

Specific Areas of Responsibilities

Position Impact

- Integrates the community giving functions, providing strategic oversight and leadership of the annual giving, Asian Strategy and event fundraising teams, maintaining a focus on growing mid-level (\$1K-25K) giving as a strategic priority.
- Oversees and guides the development of fundraising strategies and tactics that maximize community giving revenues of over \$5 million annually
- Ensures the community giving teams are structured, resourced, and managed to deliver an integrated strategy, and that the required processes are in place to support implementation and KPI achievement, including any required cross-organizational collaboration with the major gifts, gift & estate planning, and donor relations teams.
- Along with the SVP, CG&E, regularly review community giving & engagement revenue performance, including leading presentation, discussion, and agreement of any adjustments to plans and strategies required to maximize success.

Business Solutions

- Researches, identifies, and implements integrated innovations across community giving philanthropic programs to achieve both short- and long-term improvements to revenue and donor numbers - taking into consideration lifetime donor value.
- Monitors and evaluates CG&E fundraising initiatives to ensure income and donor generation is efficient and effective, including setting/measuring success metrics, and assessing return on investment (ROI).
- Establishes and oversees management of budgets for all community giving philanthropic programs.
- Participates in Salesforce governance structures, working with colleagues and direct reports to ensure the required technical functionality is available to enable efficient, effective execution of fundraising activities and ongoing data analysis to inform strategic decision making.
- Identifies, manages, and mitigates risk in community giving by ensuring appropriate development of robust policies, procedures and systems, and ensuring internal standards are based on fundraising best practices.
- Ensures all philanthropic activities undertaken by community giving are compliant with statutory regulation, that philanthropic and corporate partnerships do not carry financial or reputational risk to the organization, and that all senior colleagues are aware of their duties in fulfilling the requirements of donors/sponsors.

Relationship Management

- Builds collaborative relationships with key stakeholders in the philanthropy division (eg, Director, Philanthropy & Campaigns; Director, Gift & Estate Planning; AD, Donor Relations), providing expert advice to ensure that the work of community giving is fully integrated and supports the delivery of the organization's overall objectives.
- Establishes, develops, and manages relationships with key fundraising volunteers to ensure their knowledge, skills, contacts, and expertise are leveraged effectively.
- Positions the organization's mission, vision, and values to key partners including supporters, volunteers and the public, ably conveying all priorities for philanthropic and community support.
- Consults, inspires, and influences internal and external stakeholders, including the Board of Directors, to develop fundraising strategies in alignment with the Foundation's strategic plan.
- Builds, manages and maximizes relationships with internal partners to ensure community giving teams receive the support and services they need (ie: with teams such as projects and proposals, information systems, fundraising analysis & research), and with external vendors, including cost-effective delivery of services and/or identifying opportunities for philanthropic support.

People Leadership

- Builds, inspires, and leads high-performing teams and manages direct reports to ensure they deliver effectively and efficiently to agreed short- and long-term targets, maintaining a holistic perspective of the giving potential of supporters.
- Delivers and ensures good management practice throughout the philanthropic teams of community giving & engagement, including effective staff planning, recruitment, goal setting, assessment of training and development requirements, coaching, and performance management.
- Leads by example to achieve a positive culture of working within the team and wider organization.

Occupational and Organizational Knowledge

- Holds broad knowledge of the fundraising profession and non-profit sector, as well as strategic expertise in community giving.
- Develops and maintains a high-level knowledge of annual giving programs (direct marketing, online giving, monthly giving, tribute giving, employee giving, and mid-level giving), fundraising events (signature events and independent community events) and peer-to-peer fundraising, with the ability to integrate theory and principles within community giving practices and across the organization.
- Develops and maintains expert knowledge of the Foundation's fundraising and operational structures, priorities, strategies, and tactics.
- Maintains professional competence by remaining up to date on current fundraising and broader best practice in the non-profit sector, including factors affecting annual charitable giving (eg, tax

law).

CANDIDATE PROFILE

The leaders, colleagues, and team members of the Foundation believe that the new Director should be:

A Leader: An open and honest mentor and coach. Leads by example with empathy and encouragement, supporting growth and empowering decision-making. Motivates others.

A strategic and holistic thinker. Realizes the connections between different program areas, and actively works to integrate and unite them. Trusts and leverages others' expertise. Can think laterally and collaborate effectively. Prefers specifics and precision to generalizations.

Tactical. Balances a strategic orientation with an active achievement mindset, and leadership with management. As adept at implementing and executing as much as planning. A dedicated fundraiser in the truest sense, with experience at various levels of community giving programs.

Creative. A critical business mind. Innovative by nature and desire. Seeks constant improvement in themselves and others, and appreciates that getting to a solution matters more than who provided it.

Decisive. A confident decision-maker. Diplomatic in bringing others along and explains the "why" well. Experienced and comfortable with leading change, and supporting others through it. Agreeable, yet constructively critical.

Data savvy. A deep understanding of leveraging technology for fundraising. Anticipates and adopts various trends in segmentation, social media, data management, and digital fundraising.

Determined. Patient and perseverant to succeed in a large and professional organization. Curious and seeks to add value. An organized self-starter.

Ideal Skills and Competencies

- Significant experience in the not-for-profit sector and as a staff lead; relevant transferable experience from other industries may be considered.
- Demonstrated ability to research, develop, lead, and evaluate implementation of philanthropic strategies.
- Experience overseeing mid-level giving, annual giving, fundraising events, and peer-to-peer fundraising, or some combination of other multiple revenue-stream programs.
- Depth in leading and supporting subject matter experts; experience managing people, managers, and remote workers would be ideal.
- Ability to absorb and synthesise complex information, apply critical thinking and complex problem-solving skills, and bring innovative solutions to the organization.
- Achievement oriented, and able to develop metrics that support decision-making for resource allocation and fundraising initiatives.

- Highly developed interpersonal and relationship skills, including effective persuasion and negotiation skills. Ability to build strong relationships with a wide range of people, including experience working with fundraising boards or groups of community leaders.
- Demonstrated leadership and coaching skills, including setting and evaluating performance, identifying learning and development opportunities, building effective teams, networks or communities of practice, and fostering constructive cross-team collaboration.
- Strong organizational and project management skills and ability to meet deadlines, including experience of commissioning, negotiating with and managing external vendors.
- Experience delivering Chinese and/or other Asian fundraising programs is a strong asset.
- Familiarity with the advanced features of Microsoft Office suite and in-depth knowledge of (a) donor database management system(s) (Salesforce preferred).
- Familiarity with CRA regulations related to giving and knowledge of federal and provincial privacy legislation.
- A degree in a relevant field or equivalent education and experience.
- The Director will need to be based locally and attend in-person meetings.

APPLICATION AND SELECTION PROCESS

The Discovery Group, a leading Vancouver-based recruitment consultancy firm, is pleased to have been engaged again by to support the Foundation's recruitment efforts for this new and compelling role.

Enquiries, expressions of interest, and confidential nominations are welcome to Christoph Clodius, Vice President of The Discovery Group, at 604-836-1972, or christoph@thediscoverygroup.ca.

All submissions should be received by January 21, 2022.

The selection process and interviews will take place in early 2022 and our goal is to have a new Director start as soon as reasonably possible, and ideally in early Spring of 2022 at the latest.

The Foundation's employees enjoy a top-notch total rewards and compensation package. The successful Director can expect a starting competitive salary between \$125,563 and \$143,500, depending on experience. The potential maximum of the Director salary range is \$161,438. Additional variable pay, benefits, pension, flexible working arrangements, investment in professional development, and subsidized access to fitness, cycling, and parking facilities all round out the package.

We welcome applications from Indigenous persons, persons with disabilities, BIPOC and racialized individuals, persons of minority sexual orientation or gender identity, and others who may contribute to the Foundation's organizational diversity and who share the Foundation's values.

As part of VGH & UBC Hospital Foundation's commitment to the health and safety of our community, including our healthcare partners and donors, the Foundation requires all employees of the Foundation to be fully vaccinated against COVID-19.

Dany Maneely, Senior Vice President, Community Giving & Engagement



Dany has a 20-year track record of success in communications and development in the education and health care sectors delivered across three continents.

Dany joined the Foundation in 2017 as the Associate Director, Marketing & Communications, and became the VP, Marketing & Communications in 2018. On January 1, 2021 Dany assumed the position of SVP, Community Giving & Engagement at VGH & UBC Hospital Foundation. As part of the Foundation's leadership team, Dany has developed and led implementation of changes to support significant growth in brand awareness and philanthropic revenues.

Dany is a native of the UK and moved to Vancouver in 2017 from London (UK), where she was a strategic advisor and

program lead at the Royal Foundation of the Duke & Duchess of Cambridge, overseeing development and funding of innovative programs related to young people by using the convening power of their Royal Highnesses to create a multiplier effect in resources, outcomes, and knowledge.

Dany has also led program and project management, and membership, corporate and creative communications activities for Girlguiding (UK), the Walter + Eliza Hall Institute of Medical Research in Melbourne (Australia) and the Institute of Cancer Research (UK). Dany began her career as a scientific journal editor at Thomson Reuters. She holds a BSc in Biomedical Sciences from Durham University (UK) and an MSc in Biochemical Research from Imperial College London (UK).

Angela Chapman, President & CEO



Angela has a 30-year track record of success in development, alumni relations, communications and marketing for universities and healthcare across three continents.

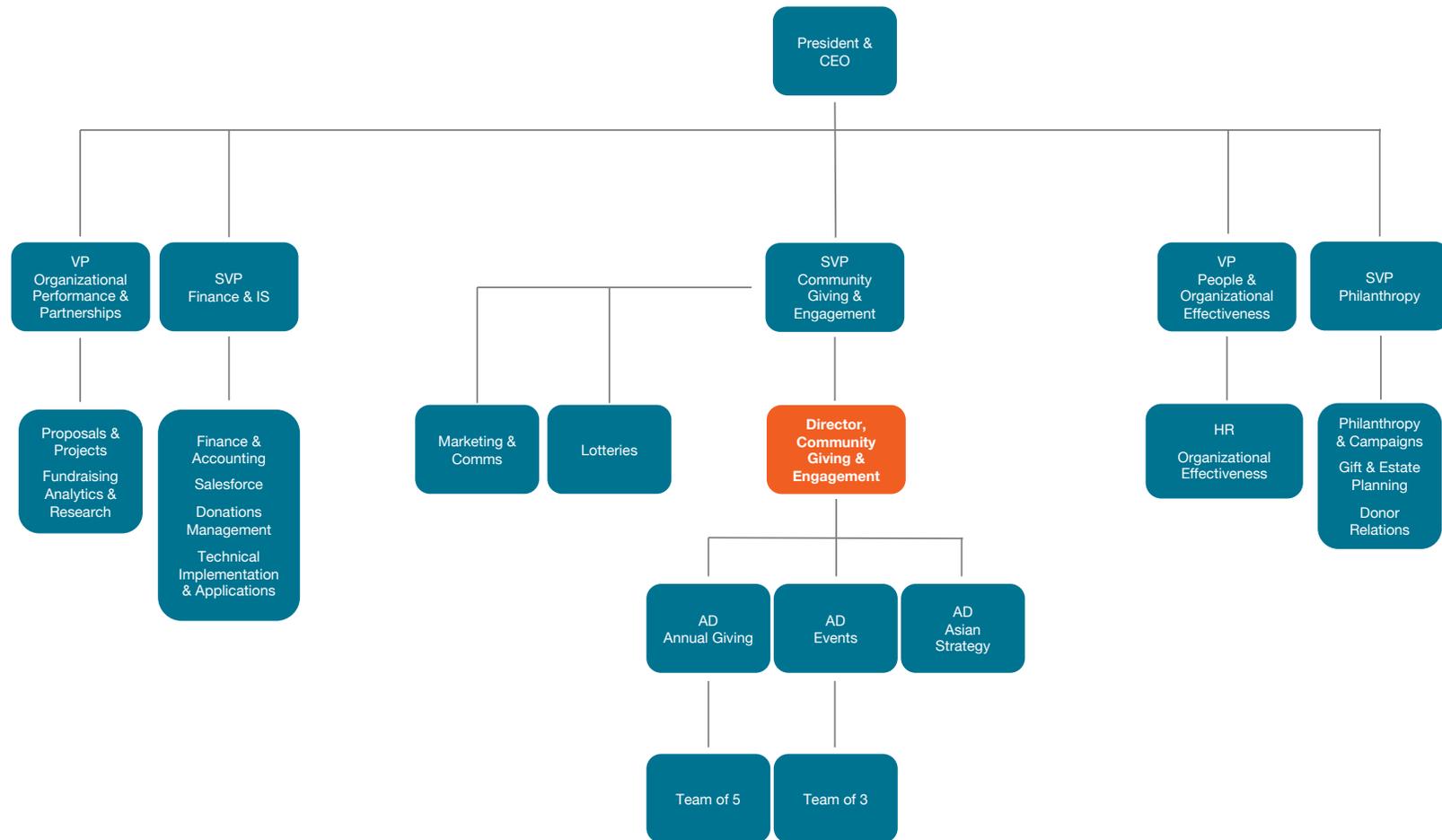
January 1, 2020 Angela assumed the position of President & CEO, VGH & UBC Hospital Foundation, the primary philanthropic partner of Vancouver Coastal Health and one of Canada's largest healthcare charities. Angela joined the Foundation in 2013 as the Senior Vice-President, Philanthropy, and became the Chief Development Office in 2018. Angela helped create and implement changes that resulted in a doubling of philanthropic revenues.

Prior to returning to her native Vancouver, Angela served as the Director, Advancement & Campaign, at the National University of Singapore, developing and executing Asia's first billion-dollar fundraising campaign.

Angela has also lead development, alumni and external relations activities for the University of New South Wales Asia (Singapore), the Australian Graduate School of Management in Sydney, the Richard Ivey School of Business and the McGill Faculty of Law.

Angela serves on the Board of Directors of the Association of Fundraising Professionals (Canada), as well as the Audit & Finance Committee of GNW (Great Northern Way) Trust. She holds a BA in History & Russian from McGill University and an MBA from Université Laval.

APPENDIX 2: ORGANIZATIONAL CHART





OUR STRATEGIC IMPERATIVE

We are the leading charity investing in health care innovation in BC and we will continue to grow to meet the health care challenges of today and tomorrow.

- We are at a unique time of social and technological change; we have a vital opportunity to change the outcomes of disease, save lives and improve quality of life.
- Our changing community requires us to inspire and engage a new generation of donors that reflect our diverse communities.
- We are committed to innovation in health care through strategic grants in areas that matter to the community. As well, we will be agile in responding to emerging needs and opportunities.

VGH & UBC HOSPITAL FOUNDATION STRATEGIC PLAN: ROADMAP TO SUCCESS 2021-2025

Vision	Inspiring donors	Transforming health care	Saving and improving lives
Mission	Harnessing the power of philanthropy to drive health care innovation for all British Columbians.		
Values	Initiative & Innovation	Integrity & Stewardship	Teamwork & Engagement

OUR THREE STRATEGIC PILLARS



- 1. ENGAGE**
AND INSPIRE THE COMMUNITY WITH COMPELLING AND IMPACTFUL PRIORITIES FOR IMPROVING HEALTH CARE
- We will:
- With our primary partner, VCH, develop strategic projects that matter to our community
 - Expand awareness of our mission to engage new donors and inspire and retain our existing funders
 - Develop our network of volunteers, community influencers, physicians, VCH staff and leadership
 - Convene the next generation of community and philanthropic leadership
 - Evaluate the potential for partnerships with other organizations of common cause in improving health care
 - Explore diversification of our revenue streams through innovation and social impact strategies

- 2. GROW**
AND DIVERSIFY OUR COMMUNITY OF DONORS AND CHAMPIONS
- We will:
- Secure transformational gifts that are gamechangers for health care
 - Build the base of major donors who drive our strategic projects
 - Grow our community of annual leadership donors who have collective impact on the mission
 - Demonstrate the value of unrestricted gifts for the funding of key initiatives and urgent needs
 - Promote our program of bequests for legacy donors
 - Enhance our partnership with clinical leaders to embrace our grateful patients
 - Evaluate all fundraising initiatives to ascertain potential & realized return on investment

- 3. BUILD**
CAPABILITY AND CAPACITY TO DELIVER EXCEPTIONAL DONOR EXPERIENCES AND BE A RESPECTED AND TRUSTED LEADING CANADIAN CHARITY
- We will:
- Be a diverse and inclusive organization that is connected to our communities
 - Invest in the recruitment and development of our great team of people
 - Leverage systems, processes and analytics that support fundraising, donor relations and operational efficiency
 - Demonstrate the impact of the financial assets entrusted to us by donors
 - Commit, as a learning organization, to empower people to identify and solve problems

OUR WORK IS TRANSFORMING HEALTH CARE AND WILL RESULT IN:

- Innovations in services, programs and technology to improve accessibility and quality
- World leading research in our centres of excellence
- Bringing leading medical and scientific people to British Columbia
- Providing state of the art clinical space and equipment
- Strengthening community and public health programs