Bringing Your Foundation into The Digital Age:
How to Raise Real Money Online

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#AHP19
What We’ll Cover

1. About Us: Scripps Health & Digital Health Strategies
2. Why digital?
3. Aligning marketing and philanthropy
4. Case study: Scripps
5. The results
Scripps Health: Our Legacy

**Miss Ellen Browning Scripps**  
Scripps Memorial Hospital & Metabolic Clinic  
Founded in 1924

**Mother Mary Michael Cummings**  
& Sisters Of Mercy  
Founded St. Joseph’s Hospital, 1890  
Named Mercy Hospital in 1924
Scripps Health: Our Numbers

- Not-for-profit, integrated health care system in San Diego, California
- 15,000 employees
- 3,000 physicians (2,000 in independent practice)
- 5 hospital campuses
- 27 outpatient locations
- 3 urgent care and 15 Scripps HealthExpress locations throughout the County
- 4 emergency and two trauma centers
- Recent partnership: Scripps MD Anderson Cancer Center
Scripps Health: Our Network

- Scripps Hospital Campuses
- Scripps Clinic
- Scripps Coastal Medical Center
- Scripps Prebys Cardiovascular Institute
- Scripps Home-Based Care
- Scripps Skilled Nursing Preferred Network
Scripps Health: #1 in San Diego

Watson Health™
100 TOP HOSPITALS®
2019

WORKPLACE OF THE YEAR
2018 AWARD WINNER

WORKPLACE TRANSFORMATION AWARD
2018 AWARD WINNER
Digital Health Strategies: About Us

- Foundation fundraising
- Patient marketing
- Employee and physician communications & engagement
Digital Health Strategies: About Us

<table>
<thead>
<tr>
<th>Health System Clients</th>
<th>Team’s Non-Profit Experience</th>
<th>Team’s Fortune 100 Experience</th>
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<tbody>
<tr>
<td>Scripps</td>
<td>Partners In Health</td>
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<td>Geisinger</td>
<td>Hackensack Meridian Health</td>
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<td>Good Samaritan Hospital</td>
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<td>HEIFER INTERNATIONAL</td>
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About Us: Our unique combination

DIGITAL
Decades of experience building and managing complex, award winning digital programs for Fortune 100 companies.

HEALTHCARE
Proven success across the health industry including providers, associations, and non-profits.

FUNDRAISING
Tens of millions of dollars raised online for leading non-profits and advocacy organizations.
Digital Health Strategies: Our Capabilities

Digital planning and strategy
Create a digital roadmap for your Foundation
• Goal setting
• Messaging and identity
• Audience profiles and journeys
• Website redesign
• Technology review
• CRM strategies

Technology
Honor Your Caregiver platform: Collect stories, recognize caregivers and generate revenue
• Story-sharing functionality with lead capture
• HIPAA compliant story database searchable by service line, location or provider
• Proven design and user experience to maximize engagement
• Integration with donor landing pages

Analytics & data modeling
Transforming complex data sets into clear insights
• Donor list insights
• Email list insights
• Wealth screening
• Audience modeling

Content & communications
Use best-in-class, proven content to drive donations
• Content for evergreen communications & key fundraising initiatives and times of year (Dr. Day, Giving Tuesday, National Health Awareness months)
• Custom content and multimedia storytelling (video, podcasts, donor and provider profiles)
Why Digital Fundraising?
### Why digital fundraising?

1. **Philanthropy is moving online** and hospital foundations must be able to compete.

2. **Digital is the best way to grow your pipeline** among the next generation of patient-donors (aged 45-64).

3. **Digital engagement is both efficient and effective**, growing fundraising revenue both online and offline.
Billions of philanthropy dollars moving online

2015: $25.8 Billion, +7% YOY

2016: $27.8 Billion, +7.8% YOY

2017: $31 Billion, +12% YOY
Online giving (% of total revenue)

- Hospital Foundations: <1% of total revenue
- Medical Research & Healthcare: 9% of total revenue
- All Nonprofits: 7.6% of total revenue
Building your pipeline:

45-64 year old Americans are developing disease and seeking care

- Prediabetes: 41%
- High blood pressure: 44%
- Obesity: 34%
Building your pipeline:
45-64 year olds are caring for an aging parent

65 million care for chronically ill, disabled or aged family member
29% of the U.S. population
49 years old average age
Building your pipeline:

High-income 45-64 year olds have giving capacity (90th vs. 99th %)
Building your pipeline

45-64 year olds depend on digital

41.5% of 45-64 year olds subscribe to Netflix

1 in 3 Amazon users are 45-64
The Challenge
Scripps Health case study
Our Goals

1. Educate patients about the role of the Foundation
   Engage patients early on in their care experience with a new, consistent messaging platform

2. Connect with patients and inspire them to take action
   Provide a low barrier of entry and clear value proposition for patients to get involved

3. Increase Foundation revenue
   Develop targeted campaigns with tangible giving levels to drive revenue from both new and existing donors
Our Approach
Building relationships

Value

Advocacy
Retention
 Activation
Engagement
Awareness

Volume

Champion
Patient-Donor
Patient
Seeking Care
Community Member
Foundation + Marketing: Cultivating your highest-value supporters

Value

- Advocacy
- Retention
- Activation
- Engagement
- Awareness

Volume

- Patient-Donor
- Champion
- Patient
- Seeking Care
- Community Member
Foundation + Marketing: A true partnership is required
How we did it

Reporting structure

• Single executive leader over both Foundation and MarComm

• Foundation manager reports to senior director of brand and system marketing

Cross-functional agency partner that brings both strong digital fundraising & patient marketing expertise.

Teams collectively develop and share content including patient stories across both areas to reinforce the message.

MarComm teams support the Foundation: Social, content and creative.

Singular brand message map that is targeted but based on the same brand promise and pillars.
Outcomes of an integrated structure

1. **Align teams** by working towards the same goals & objectives

2. **Create a better marketing and digital experience** for patient-donors

3. **Maximize value** by cultivating patient—donors strategically
The solution
Activating patient-donors
Our Goals

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Data-driven insights
Understanding our audience

Greg & Brenda
50 and 47
Senior corporate execs
Brenda is a breast cancer survivor
“We want to cure a disease”

Interests
• Dining out
• Museums, concerts and other cultural activities
• International travel
• Walking/hiking

Digital behavior
• Email
• Search
• Health and financial research
• Digital video

SHF opportunities
• Innovation and research
• Naming opportunities
• Events

Household Income

Mosaic Segments

- Silver Sophisticates
- American Royalty
- Full Pockets Empty Nests
- Aging of Aquarius
- Reaping Rewards
- Aging in Place
- Urban Edge
- Jet Set Urbanites
- Progressive Potpourri
- Platinum Prosperity
- Cosmopolitan Achievers
- Golf Carts and Gourmets
- Couples with Clout
- Rooted Flower Power
Strategic cultivation
Aligning marketing with the foundation

Mapped every patient and donor touchpoint across on- and offline channels from clinical, Foundation and patient billing departments.

Restructured post-care engagement model to ensure consistency, improve patient experience and increase conversion rates.

How are you managing this experience at your health system?
The Grateful Patient Ecosystem
Consistent Messaging & Branding

Updated sub-brand name and all collateral for consistent messaging and styling across in-facility, traditional and digital platforms.
A New Model of Engagement

- **Awareness**
  - **Scripps Health Foundation**
  - Image of a caregiver and a patient
  - Text: "Honor Your Caregiver"

- **Activation**
  - "More Rewards for Your Caregiver and You"
  - Images of people

- **Acquisition**
  - "Share Your Story"
  - Form for submission

- **Advocacy**
  - "Advocate"
  - "Loyalty & Retention"
  - "RSVP Today"

"When I saw the stories you've shared and the dollars you've raised for Scripps Health Foundation, I am moved. All the patients who will benefit from your kindness. I can see the life-changing diagnostic tools, the new programs. And I’m grateful you’re on our team."

-James R. Lalloo, MD
Awareness: Offline integration

Thank You for choosing Scripps

Dear Joe Smith,

I wanted to send you my personal thanks for choosing Scripps. It means so much to the thousands of caregivers who are at the forefront of patient care every day. Our team is dedicated to providing the highest quality of care and comfort to our patients.

Whether your story is about a small act of kindness or even a monumental team effort, Scripps Health Foundation will recognize your caregiver so that all staff and senior leadership know about the difference they made. This ensures they get the honor they deserve — and that Scripps continues to provide excellent care to more patients like you.

Remember to visit Scripps.org/ThankYou for a special thank you from your Scripps care team.

John Smith
Senior Vice President, Chief Development Officer
Activation: First-time engagement

1. Share your story

Share your gratitude by sharing how a doctor, nurse or any other Scripps team member delivered an excellent experience. Your story will be used by your supervisor and distributed to all Scripps staff and senior leadership.

2. Honor Your Caregiver: Digital honor roll or Lapel pin

3. Enroll in President’s Council
Activation: Welcome new digital supporters
Activation: Deliver on the promise

Operationalizing the model

Established operational processes to engage and recognize honored employees

“When I am honored, I am reminded about the reason I decided to become a doctor which is to help people and to make a difference in someone’s life.”

- Veronica Reyes, MD
Loyalty: Engaging email

Dear Denise,

Yesterday, I shared some of our greatest accomplishments in 2016. With 2017 just days away, our New Year’s goals are even greater. We need your support to achieve those goals and advance the future of medicine.

That’s why we’re challenging our Scripps Health Foundation community to help raise $48,000 in the final 48 hours of 2016.

Please join thousands of Scripps supporters by making your first, tax-deductible gift of $5 or more, and help us reach our fundraising goal before midnight tomorrow.

Your gift before midnight on December 31 will make a difference for so many people:

END OF YEAR CHALLENGE:
$48,000 in 48 hours for...

Patients
For the hundreds of thousands of patients we expect to care for in 2017 at Scripps hospitals.

Research
For the hundreds of patients who could benefit from groundbreaking clinical research.

Facilities
For our new facilities, such as Scripps Mercy Cancer Center.

Hope
For access to clinical trials and new treatments our new partnerships offer.

Join the $48,000 year-end challenge today.

MAKE YOUR GIFT

Denise, can I count on you to help us reach our goal?

Scripps Health Foundation
Loyalty: Repeat giving

Our Goal

$200,000 donations
25 devices
30,000 patients

DONATE NOW

Support Cardiovascular Limited Ultrasound Examination (CLUE) Challenge
Join the CLUE Challenge

Scripps Health Foundation

Our Goal

$200,000 donation

DONATE NOW
Loyalty: Repeat giving

3 shifts worked per week \times 10,000 steps walked per shift = 30,000 steps walked by each Scripps nurse this Nurses Week

$30,000 for 30,000 steps

Join the $30K for 30K Nurses Week Challenge
for every step our nurses will take during their shifts this Nurses Week.
Advocacy: Say thanks

Welcome new donors and balance solicitations with stewardship and thank you messages

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Dear John,

Thank you again for your generous donation and welcome to the Scripps Health Foundation family!

Philanthropy has been at the heart of Scripps since our founding in 1924, and continues to support patients and their families, advance medicine and expand the care we provide to our communities. Your gift helps us save lives.

Watch our video to hear directly from our team at Scripps about the impact of your gift:

In the coming weeks, you’ll receive an exclusive new donor welcome kit in the mail with more information and benefits from Scripps Health Foundation.

Thank you again for your gift. We hope you’ll continue to support us now and in the future. Together, we can help heal, enhance and save lives.

Sincerely,
John B. Engle
Corporate Senior Vice President
Scripps Health

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Dear Donor,

Thank you so much for supporting Scripps Health Foundation in honor of National Donor Day. We can’t thank you enough for making our work to advance groundbreaking research and innovative care our physicians provide possible.

We shared your support with our Chief Medical Officer James E. B. Lathrope, MD, and he asked that I share this message with you:

On behalf of all of us at Scripps, thank you for your ongoing support for Scripps Health Foundation. As you can see, it means so much.

John B. Engle
Corporate Senior Vice President
Scripps Health
Advocacy: Be social
Advocacy: Identify and showcase champions

Perspectives from lower-level donors makes giving tangible and relatable

Winning Against Cancer

Mary Jennings-Hoff was a long-time faculty member at MIT in Cambridge, and her first name, Michael Koss, MD, in 2015. A Scripps clinic physician had taken his cancer tensor's cancer diagnosis. Initially, Mary tearful for a female doctor to see her through her bust with breast cancer. She didn’t want to delay diagnosis, the radiation appointment with Dr. Koss, the medical director at Scripps Center for Cancer Care.

“She took the first step to the new, I’m here, I’m here, and I’m here, I’m here,” says Mary. “It’s not as hard as I thought, I’m going to be fine and I’m going to be cancer-free.”

Life on Her Own Terms

In 2019, Mary retired from her academic career to enjoy more time with her daughter Elizabeth and her three grandchildren. Despite her ongoing cancer treatments, she had another dream to fulfill. She wanted to travel. Under Dr. Koss’ care, Mary has visited more than 15 countries in the last seven years. While visiting, she said Dr. Koss, “she always asks, when do you want to go next? She always has a list.”

“Fishing has such a positive effect,” says Dr. Koss. “She felt her mind on being a king, not just a — exposing her grandchild, traveling the world and doing things with cancer survivors.” I’ve pleased to help her achieve those goals. I am forward to see more stories and hearing about her latest achievements.”
Maximize the value of your content

Stories power content across digital platforms
The results
Growing the pipeline and increasing revenue
The results

Grow the pipeline

1,000+ stories shared

5x email list growth

95% increase in site traffic

~50% of all online gifts are from first-time donors

Increase revenue

2x increase in online revenue

$375 average online donation

55%+ new online donors with significant giving capacity
How we compare: Industry benchmarks

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<tr>
<th>Digital Giving Metric</th>
<th>Scripps</th>
<th>Industry/Health Benchmark*</th>
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<tbody>
<tr>
<td>Average Online Donation (2018)</td>
<td>$375.34</td>
<td>$131</td>
</tr>
<tr>
<td>Median Donation &lt; $1,000 (2018)</td>
<td>$100</td>
<td>$20</td>
</tr>
<tr>
<td>Median Donation &gt; $1,000 (2018)</td>
<td>$2,500</td>
<td>$2,000</td>
</tr>
<tr>
<td>Online giving growth (2017-2018)</td>
<td>+51%</td>
<td>+9.5%</td>
</tr>
<tr>
<td>Email list growth (2017-2018)</td>
<td>+129%</td>
<td>+17%</td>
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<tr>
<td>Donor retention (2017-2018)</td>
<td>43%</td>
<td>25% new donor retention</td>
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<tr>
<td>Fundraising email open rate (2018)</td>
<td>27.43%</td>
<td>17%</td>
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<tr>
<td>Fundraising email click through rates (2018)</td>
<td>1.12%</td>
<td>0.58%</td>
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<tr>
<td>Digital advertising cost per email acquisition (2018)</td>
<td>$0</td>
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<tr>
<td>Value per website visitor (2018)</td>
<td>$15.90</td>
<td>$0.59</td>
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*Benchmark sources: Blackbaud Luminate 2018; M+R 2018 Benchmarks
Thank you!

Get in touch:

john@digitalhealthstrategies.com

tirtha.abha@scrippshealth.org
Questions & Discussion