

Achieving World Class Performance with Analytic Insight

June 12, 2019

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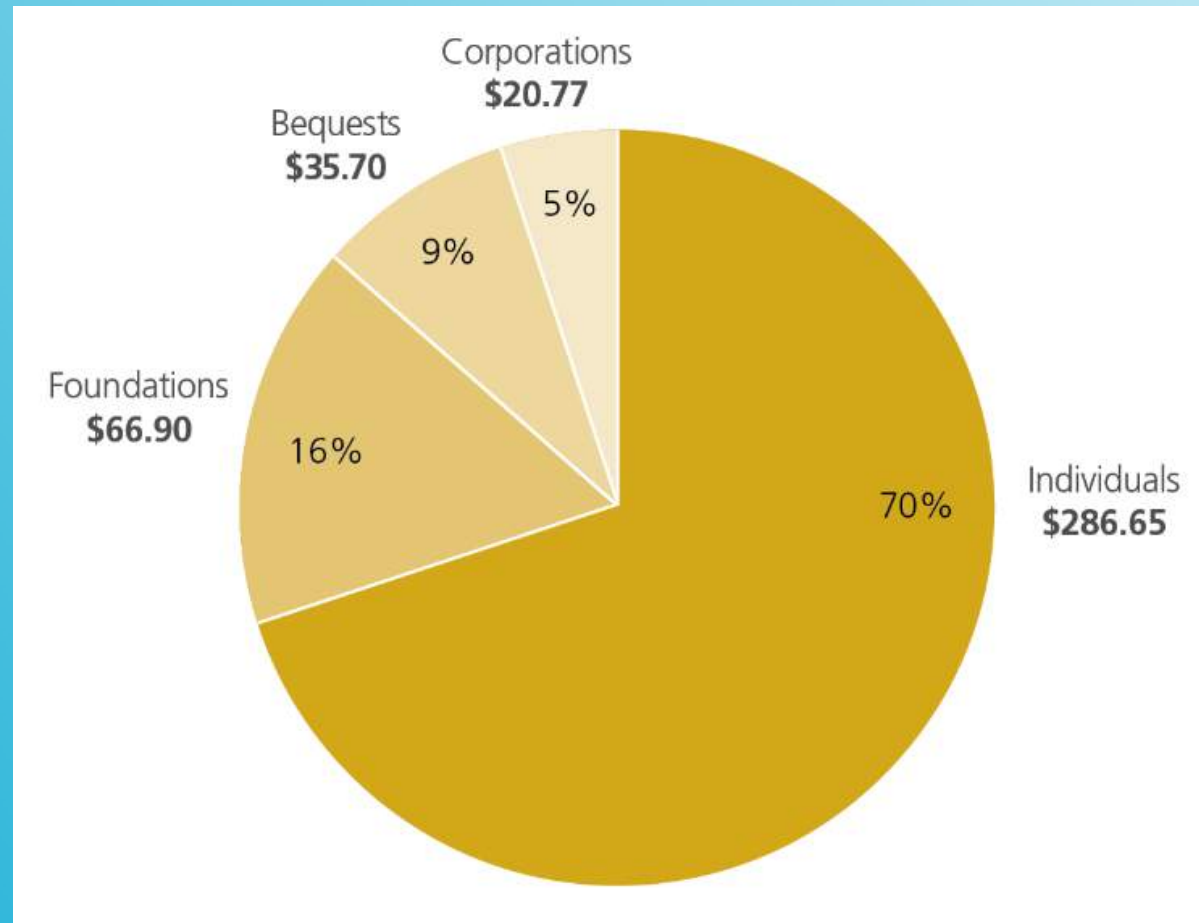
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The Power of Analytics

- Know the **Capacity** of your Audience
- Know **Who** they are and where they are
- Gain **Insight** on their Charitable Behavior
- **Plan** and Act Accordingly

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The Basics: Giving USA 2018 \$410.02 Billion



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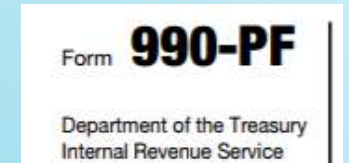
It Starts with Your Data

- Clean, Consistent and Accurate
 - If not: get it there
- Primary Residence
 - Then: Vacation & Business
- Engagement Behavior
- Giving History

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Wealth Screening

- + Demographic Information
- + Asset Information
- + Charitable & Political Giving
- = **Calculation of Philanthropic Gift Capacity**



opencorporates

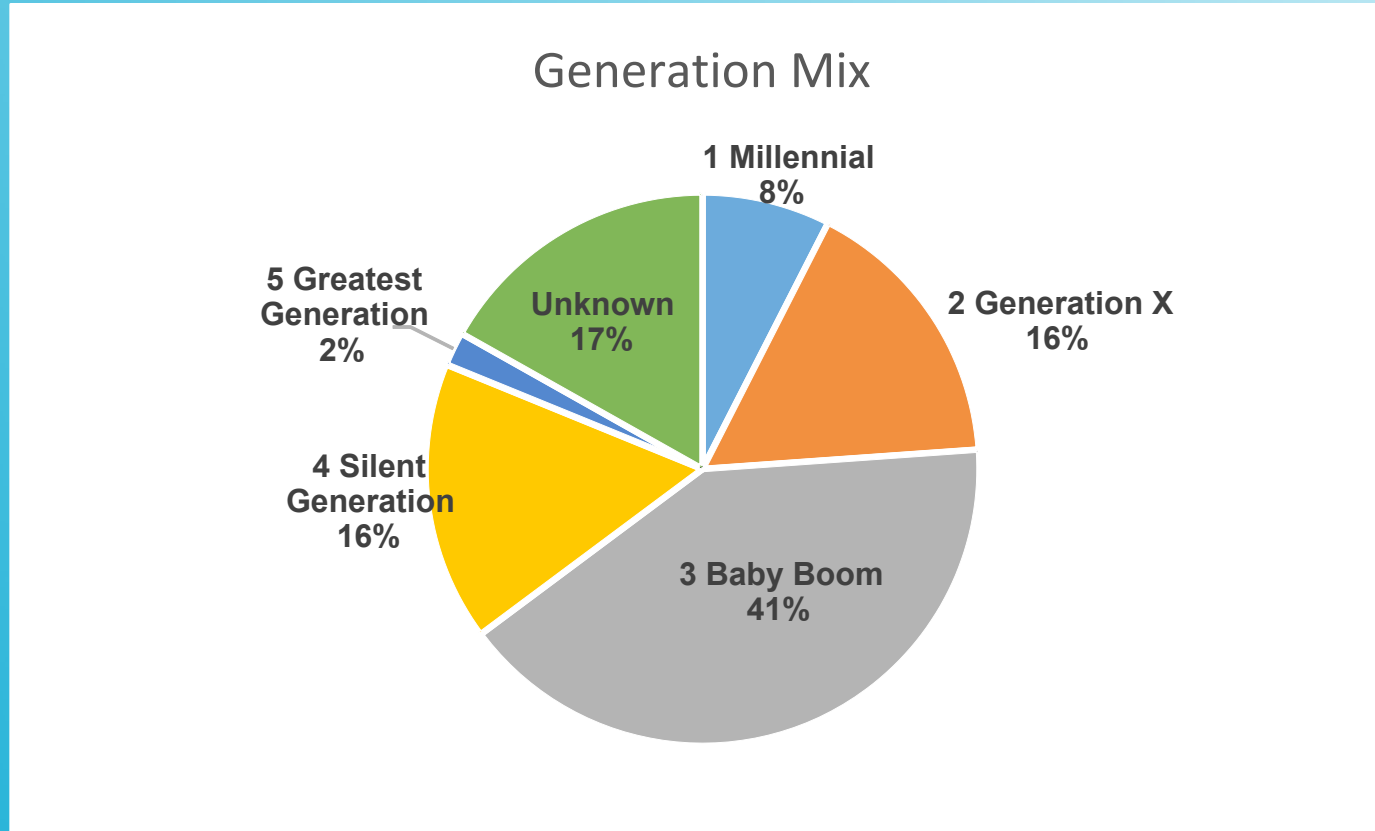


Philanthropic Analytics

- Integration of Internal and External Data
- Historic Patterns & Behavioral Models
- Calculate Philanthropic Potential
- Statistically Relevant Insight

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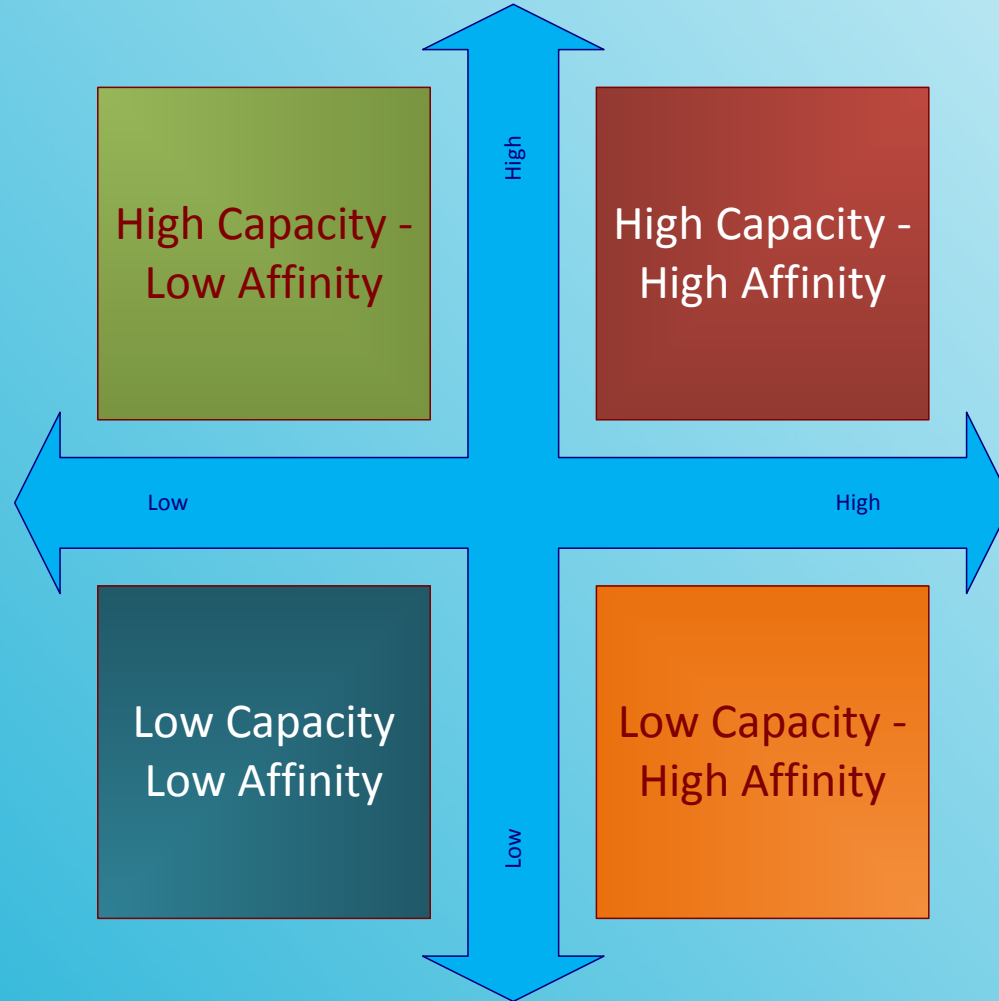
Target & Message Donors by Generation



1 Millennial	460
2 Generation X	1,004
3 Baby Boom	2,509
4 Silent Generation	1,004
5 Greatest Generation	122
Unknown	1,032

	From	To	Age
Millennial	1981	1997	18 - 34
Generation X	1956	1980	35 - 50
Baby Boom	1946	1964	51 - 69
Silent Generation	1928	1945	70 - 87
Greatest Generation		1928	88 +

Create a Prospect Topology



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Engage the *Right* Prospects

Assignment Status	Major Gift Capacity	Donor Search Philanthropy Rating					Total		
		DS1-1	DS1-2	DS1-3	DS1-4	DS1-5			DS2,3
Assigned to Portfolios	\$10,000,000 +							15	565 High-Priority Managed Prospects
	\$1,000,000 - \$9,999,999	12	1	1		1		15	
	\$500,000 - \$999,999	29	3	3	2	5		42	
	\$250,000 - \$499,999	33	79	17	22	26		177	
	\$100,000 - \$249,999		129	258	233	279		899	
	\$50,000 - \$99,999				10	9		19	224 Low-Priority Managed Prospects
	\$25,000 - \$49,999				22	20	10	52	
	\$10,000 - \$24,999			8	42	31	17	98	
	Less than \$10,000			3	13	43	6	65	
	Insufficient Data						1	1	
Total		74	212	290	344	414	34	1,368	
Unassigned	\$10,000,000 +							4	151 High-Priority Unmanaged Prospects
	\$1,000,000 - \$9,999,999			1	1	2		4	
	\$500,000 - \$999,999		2	3	3	10		18	
	\$250,000 - \$499,999	2	12	32	6	33		85	828 Leadership Annual Prospects
	\$100,000 - \$249,999	5	28	66	31	89		219	
	\$50,000 - \$99,999		109	324	42	886		1,361	
	\$25,000 - \$49,999	11	15	363	74	3,778	320	4,561	
	\$10,000 - \$24,999		1	5	270	4,645	432	5,353	
	Less than \$10,000		200	232	33	2,784	1,457	4,706	
Insufficient Data						65	65		
Total		18	367	1,026	460	12,227	2,274	16,372	
Grand Total		92	579	1,316	804	12,641	2,308	17,740	

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Classic Performance Metrics

Throughput analysis examines:

- The number of front-line gift officers
- Percentage of time allocated to fundraising
- Number of prospects managed
- Number of visits per month
- Time required to close

These variables are applied to your rated prospect pool to determine the requisite number of staff to penetrate the entire identified field

Gift Level	Portfolio Size	Time on Task	Visits / Month	Proposals / Month
Principal Gifts (\$1,000,000+)	50 – 75	100%	5	0.5
Major Gifts (\$100,000+)	125 – 150	100%	15-20	2
Leadership Annual Gifts (\$10,000+)	200 – 250	100%	20	4 - 5

Staffing Recommendations

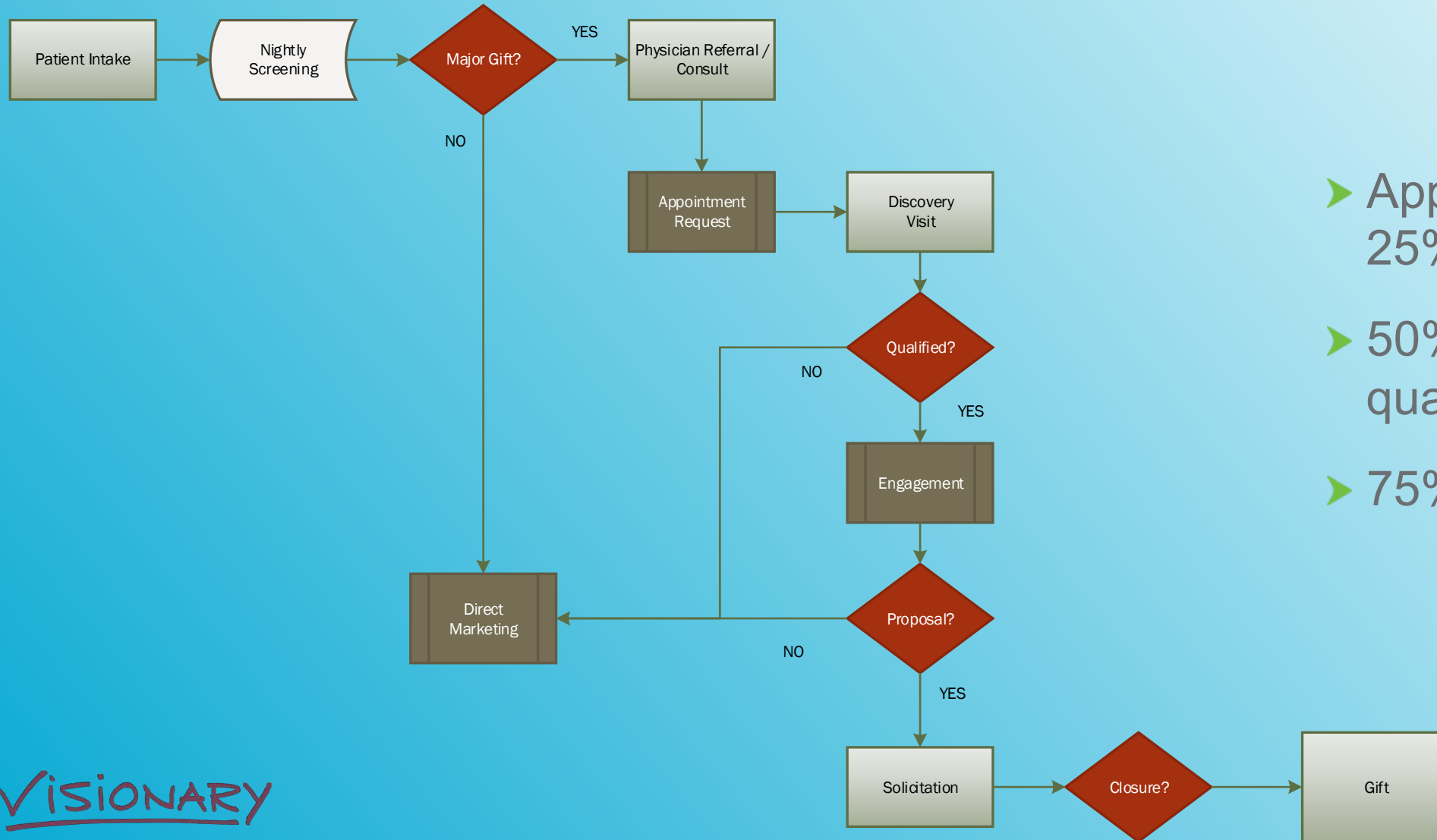
Gift Officer Staffing Needs Based on Prospect Pool and Current FTE levels

Category	Time on Task	Current FTE	Suggested FTE
Principal Gifts	40%	0.40	0.40
Major Gifts	45%	3.70	1.40
Leadership Annual Gifts	25%	0.90	0.70
Total		5.00	2.50

Category	Time on Task	Current FTE	Suggested FTE
Principal Gifts	50%	0.50	0.30
Major Gifts	75%	4.75	0.30
Leadership Annual Gifts	75%	1.30	0.40
Total		6.55	1.00

Gift Officer Staffing Needs Based on Prospect Pool and Modified* FTE levels

Grateful Patient Schematic



- Appointments with 25% of prospects
- 50% of prospects qualified
- 75% Closure

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Target Activity and Conversion



Capacity	Total	Appointment / Referral Rate	Appointments	Qualification Rate	Proposals	Closure Rate	Donor Conversion	Target Request	Projection
\$10,000,000	27	25%	6	50%	3	75%	1	\$2,500,000	\$2,500,000
\$5,000,000	26	25%	6	50%	3	75%	1	\$500,000	\$500,000
\$1,000,000	468	25%	117	50%	58	75%	34	\$250,000	\$8,500,000
\$500,000	1,855	25%	463	50%	231	75%	138	\$125,000	\$17,250,000
\$250,000	1,737	25%	434	50%	217	75%	129	\$62,500	\$8,062,500
\$100,000	926	25%	231	50%	115	75%	69	\$25,000	\$1,725,000
\$50,000	719	25%	179	50%	89	75%	53	\$12,500	\$662,500
\$25,000	400	25%	100	50%	50	75%	30	\$6,250	\$187,500
\$15,000	81	25%	20	50%	10	75%	6	\$3,750	\$22,500
\$10,000	15	25%	3	50%	1	75%	0	\$2,500	\$0
	6,254		1,559		777		461		\$39,410,000

Analytics Value Proposition

- Define the Size and Scope of your Market
- Create a pragmatic Philanthropic Forecast
- Identify Target Markets
- Confirm Appropriate Staffing levels
- Balance Portfolios
- Increase Efficacy
- Generate Significant Return on Investment

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The Big Shift

Moving from a quality regional hospital

Into one of the Best Hospitals

(And the Philanthropic Strategy that helped make it possible)



HOAG
PROMISE

Episodic, Event Based Fundraising for Capital Projects

HOAG PROMISE

Meet Hoag's Increasing Philanthropic Needs

OUR CAMPAIGN TO LEAD,
INNOVATE & TRANSFORM

\$20M-\$25M/yr
10-12 staff
Manual
environment

Strategic Shifts

\$100M/yr
55-60 staff
Automation and
data science

STRATEGIC SHIFTS 2012-2017

Fundraising



Stewardship



**Culture of
Philanthropy**



**Marketing /
Communications**



**People /
Workforce**



**Leadership
& Governance**



SCIENTIFIC APPROACHES



DATA
INTEGRITY



PHILANTHROPIC
ANALYTICS



PROSPECT
MANAGEMENT



DAILY
PATIENT SCREEN

OUR DATABASE THEN



OUR DATABASE NOW



Giving History
Engagement Level
Contact Information

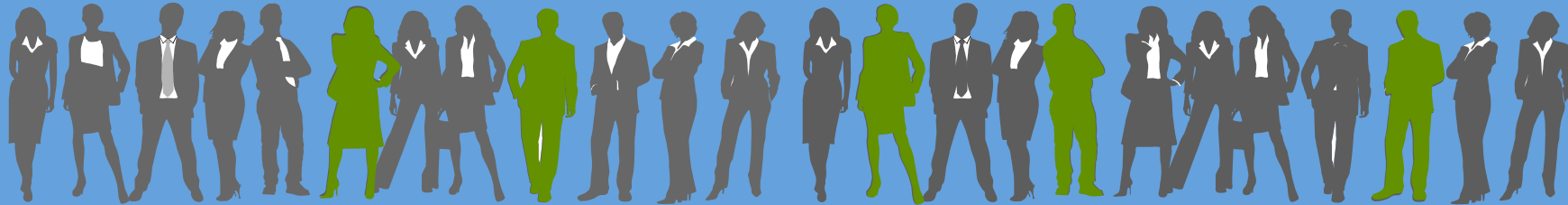
**DONOR
DATA**

**PUBLIC
DATA**

Demographic Data
Consumer Behavior
Business Information
Charitable Giving
Political Activity
Real Estate



**PHILANTHROPIC MARKERS
CAPACITY | PROPENSITY | AFFINITY**



Philanthropic Modeling Results

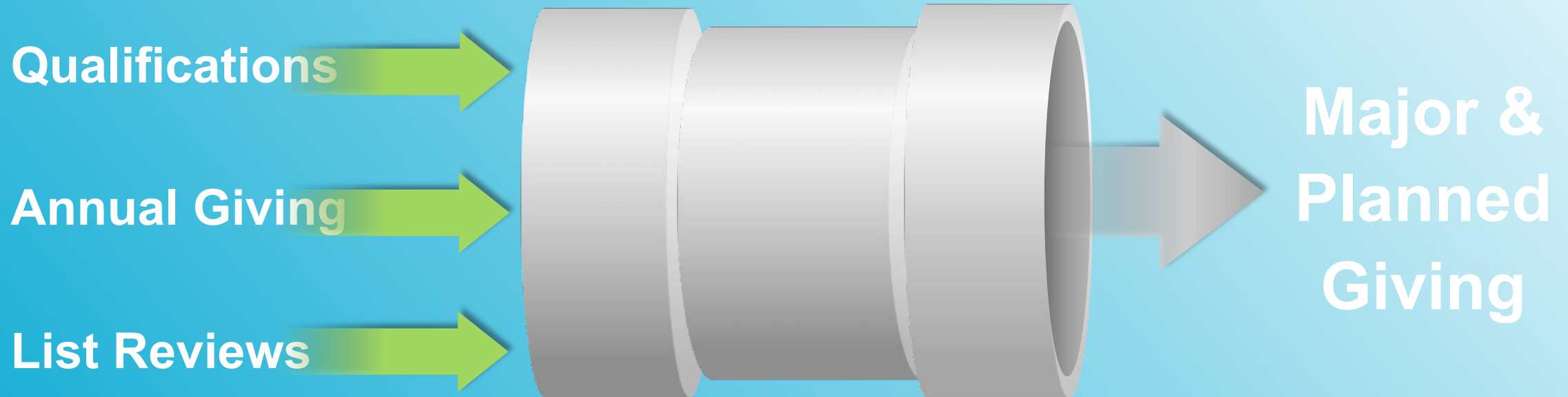
Assignment Status	Gift Capacity Rating	Major Gift Code					Total	
		A	B	C	D	E		
ASSIGNED	More than \$10 million (1)	2		1			2	5
	\$1,000,000 to \$9,999,999 (2)	64	13	1	5	4		87
	\$250,000 to \$999,999 (3)	127	101	11	11	15		265
	\$100,000 to \$249,999 (4)	6	184	77	23	47		337
	\$25,000 to \$99,999 (5)		20	43	47	87		197
	\$10,000 to \$24,999 (6)				6	14		20
	\$2,500 to \$9,999 (7)				4	6		10
	Less than \$2,500 (8)					15		15
	Insufficient Public Wealth Data					53		53
	Total	199	318	133	96	243		989
UNASSIGNED	More than \$10 million (1)				2	4		6
	\$1,000,000 to \$9,999,999 (2)	1	3	3	6	49		62
	\$250,000 to \$999,999 (3)	9	54	44	71	266		444
	\$100,000 to \$249,999 (4)	1	226	675	1,370	4,348		6,620
	\$25,000 to \$99,999 (5)		28	389	2,290	20,461		23,168
	\$10,000 to \$24,999 (6)			11	146	3,344		3,501
	\$2,500 to \$9,999 (7)			3	178	918		1,099
	Less than \$2,500 (8)				34	3,016		3,050
	Insufficient Public Wealth Data					2,993		2,993
	Total	11	311	1,125	4,097	35,399		40,943
Grand Total		210	629	1,258	4,193	35,642		41,932

587 Assigned
High Capacity
High Affinity

232 Assigned
Lower Capacity
Weaker Affinity

1,016
Unassigned
Higher Capacity
Stronger Affinity

How do we use these data?



Illustrations of the Process at Work

1. \$500 annual donor, never managed. Within seven months \$100k major gift.
2. \$100 annual donor, limited engagement. Within four months \$1M estate gift plus \$15k event underwriting.
3. 10 year \$100 annual donor, event attendee, never managed. Identified by board member during list review, within four months \$1M pledge.

Illustrations of the Process at Work

Navigation tabs: List, Prospects-\$1M+ Lifetime Giving, Prospects-Data Integrity, Committee Rosters, Metrics-Action Entry, **Metrics-Activity**, Metrics-Qualifications, Portfolio - Flynn, Portfolio - Assigned to Officers, Portfolio - To Be Qualified, Principal Gifts Program - Portif...

Current Selections

- Action_YTD_M... 10 of 28
- Action_Month... 10 of 28
- Qual_Month_D... 10 of 28

Include in YTD Report

- CY2018 - October
- CY2018 - September
- CY2018 - August
- CY2018 - July
- CY2018 - June
- CY2018 - May
- CY2018 - April
- CY2018 - March
- CY2018 - February
- CY2018 - January
- FY2017 - December
- CY2017 - October
- CY2017 - December
- CY2017 - August
- FY2017 - June
- CY2017 - July

Feature in Monthly Activity Report

- CY2018 - October
- CY2018 - September
- CY2018 - August
- CY2018 - July
- CY2018 - June
- CY2018 - May
- CY2018 - April
- CY2018 - March
- CY2018 - February
- CY2018 - January
- FY2017 - December
- CY2017 - October
- CY2017 - December
- CY2017 - August
- FY2017 - June
- CY2017 - July

YTD Development Activity Report

Fundraiser	CY2018 - January	CY2018 - February	CY2018 - March	CY2018 - April	CY2018 - May	CY2018 - June	CY2018 - July	CY2018 - August	CY2018 - September	CY2018 - October	Total
Andrizzi, Flynn	9	6	12	13	6	9	5	16	4	1	81
Beckmann, Kenya	3	2	9	1	7	2	5	12	4	-	45
Duarte, Katherine	-	2	9	12	6	9	6	6	7	3	60
Ertac, Susana	1	2	1	5	1	1	-	-	1	1	13
Gafke, Adam	-	-	-	-	-	3	-	-	-	-	3
Gissendanner, Greg	10	3	9	7	9	7	5	4	3	-	57
Gomez, Angela	2	7	7	6	5	2	7	12	6	-	54
Hafner, C.C.	12	11	11	13	11	18	9	18	13	1	117
Heggeness, Julie	19	18	23	16	19	14	15	13	12	3	152
Kuhlmann, Carlin	13	10	10	2	-	-	-	-	-	-	35
McCune, Deb	-	1	1	-	-	-	-	-	1	-	3
Miller, Deanna	8	4	6	7	2	-	-	-	-	-	27
Minh, Tina	-	-	-	-	1	6	3	10	10	2	32
Morano, Angelina	10	8	6	5	11	13	5	9	4	1	72
Whitney	-	-	-	-	-	-	4	1	9	2	16
wen	-	-	-	-	-	-	3	8	10	4	25
Stacy	10	7	7	4	9	8	10	9	15	1	80
aylor	-	-	-	-	-	-	-	-	4	1	5
hristy	9	8	9	1	5	2	-	10	10	1	55
errence	-	-	3	3	7	2	4	5	4	1	29
	106	89	123	95	99	96	81	133	117	22	961

Monthly Activity Report: 10 of 28

Development Activity by Type

Fundraiser	Cultivation	Qualification	Solicitation	Stewardship	Total
Andrizzi, Flynn	41	3	18	19	81
Beckmann, Kenya	21	-	9	15	45
Duarte, Katherine	30	26	2	2	60
Ertac, Susana	1	-	2	10	13
Gafke, Adam	1	-	-	2	3
Gissendanner, Greg	37	2	3	15	57
Gomez, Angela	21	28	2	3	54
Hafner, C.C.	60	13	13	31	117
Heggeness, Julie	39	10	39	64	152
Kuhlmann, Carlin	20	4	2	9	35
McCune, Deb	2	-	-	1	3
Miller, Deanna	13	10	1	3	27
Minh, Tina	15	1	3	13	32
Morano, Angelina	41	10	6	15	72
Poole, Whitney	14	2	-	-	16
Ritter, Gwen	20	3	-	2	25

Development Activity by Type

Fundraiser	Solo	Collaborative	Total
Andrizzi, Flynn	55	26	81
Beckmann, Kenya	17	28	45
Duarte, Katherine	35	25	60
Ertac, Susana	7	6	13
Gafke, Adam	1	2	3
Gissendanner, Greg	34	23	57
Gomez, Angela	26	28	54
Hafner, C.C.	53	64	117
Heggeness, Julie	120	32	152
Kuhlmann, Carlin	14	21	35
McCune, Deb	1	2	3
Miller, Deanna	12	15	27
Minh, Tina	15	17	32
Morano, Angelina	29	43	72
Poole, Whitney	14	2	16
Ritter, Gwen	16	9	25

Year Over Year Activity Comparison

Month	2017	2018
Jan	97	118
Feb	106	137
Mar	123	152
Apr	112	139
May	97	133
Jun	113	117
Jul	109	132
Aug	70	119
Sept	87	116
Oct	102	194
Nov	71	203
Dec	57	145

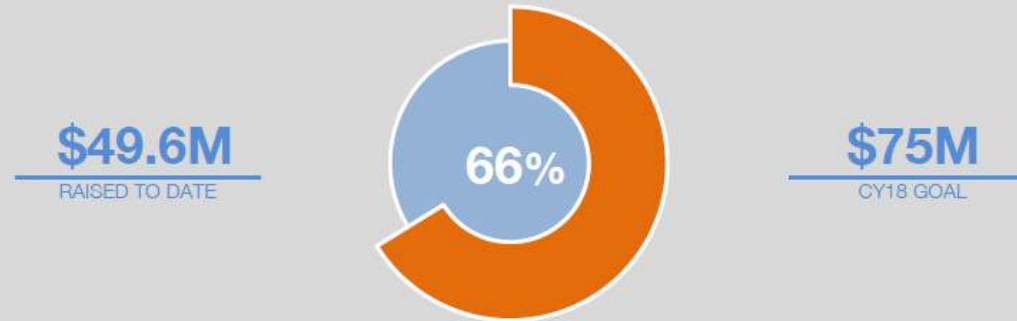
DRAFT

HOAG | OUR CAMPAIGN TO
PROMISE | LEAD, INNOVATE
& TRANSFORM

Productivity Forecasting

Total Productivity CY18

As of October 5, 2018



Recent Productivity

Trailing Three Months
July - September, 2018



Asked

Trailing Three Months
July - September, 2018



Expected to Ask

Within Three Months
By December 31, 2018



Pledge Payments Due

Within Three Months
By December 31, 2018



Impact of Data Science on Major Gifts

To date since June 2016



43 NEW MAJOR GIFTS
\$18.5 MILLION+



107 NEW CULTIVATION/SOLICITATIONS UNDERWAY
\$51 MILLION+ ASK VALUE

Hoag Hospital Foundation Evolution





Questions?

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