



# Swedish Medical Center *and the* University of Washington

A study of comprehensive campaigns,  
the drivers of their successes  
and applications to arts campaigns



Who we are and where we're from

# INTRODUCTIONS & BACKGROUND

# Becca Kelly

- **Dickinson College** (1992-1995)

*Prospect Research, Annual Giving*



- **Duke University** (1995-1999)

*Major Gifts*



- **Seattle Symphony** (1999-2004)

*Director of Development*



- **Swedish Medical Center** (2004- present)

*VP, Development*



# Lisa Thomas

- **University of Washington**

AVP, Campaign      2010 – present

Major Gifts      2005-2010

Research & Relationship Management      2000-2005

Research      1994-2000

# Swedish Medical Center

In 1908, Dr. Nils Johanson, a surgeon and Swedish immigrant, convinced 10 of his fellow Swedish-Americans to buy \$1,000 bonds in order to open Swedish Hospital.



Dr. Johanson's dream was to provide Seattle with a first-class nonprofit hospital.

On June 1, 1910, nearly two years after the original incorporation, a lease was signed on a two-story apartment house at 1733 Belmont Ave. The 24-bed facility began accepting patients just a few months later.

Swedish has grown to become the largest nonprofit health provider in the Greater Seattle area with 11,000 employees, more than 2,800 physicians and 1,700 volunteers.

# Swedish Medical Center

- Five hospital campuses (First Hill, Cherry Hill, Ballard, Edmonds and Issaquah)
- An emergency room and specialty center in Redmond (East King County) and the Mill Creek area in Everett
- Swedish Medical Group – a network of more than 100 primary-care and specialty clinics located throughout the Greater Puget Sound area
- In addition to general medical and surgical care including robotic-assisted surgery, Swedish is known as a regional referral center, providing specialized treatment in areas such as cardiovascular care, cancer care, neuroscience, orthopedics, high-risk obstetrics, pediatric specialties, organ transplantation and clinical research.

# University of Washington

- Teaching
  - Established in 1861 (one of the oldest Universities on the west coast)
  - Three campuses (Seattle, Bothell, Tacoma)
  - ~50,000 students
- Research
  - Top recipient of federal research funding
  - #1 among US universities in technologies licensed & commercialization agreements
- Service
  - UW Medicine: 4 hospitals, 9 neighborhood clinics, Level 1 Trauma Center
  - Top producer of Peace Corps members

# Philanthropy at Swedish

- \$6M per year – annual giving and events
- One campaign - \$20M for Cancer pavilion 1999-2001
- Campaign conducted by consultant
- 13 gifts of \$1M+ in nearly 100 year history
- Physicians unaware of the power of philanthropy, or their role in fundraising
- ...But, much opportunity due to \*lack\* of donor & volunteer fatigue



# Philanthropy at the UW

- Donor-driven philanthropy (highly restricted)
- Integrated, institutionalized advancement
- Central/Distributed Staff model
- Open cultivation

# Campaign for Swedish

- 7 year, \$100M comprehensive campaign
- Neurosciences, Heart, Women & Infants, Pediatrics, Cancer, Community Health, Unrestricted
- Deployed staff as in university campaign – MGO assigned to each service line
- Used events as a platform for major gift recognition (deadline)
- Reached goal 18 months early, during worst economic crisis (2007-2014)
- Completed campaign December 31, 2013 at \$130M

# Campaigns at the UW

- Campaign for Washington (1987-1992)
  - Goal: \$250M
  - Received: 267M
- Campaign UW: Creating Futures (2000-2008)
  - Goal: \$2B
  - Revised Goal: \$2.5B
  - Received: \$2.68B
- “Campaign III”
  - Goal: TBD



Keys to Campaigns

# **SUCCESS DRIVERS**

# Success Driver #1: Feasibility Study

*Allowed us to crystallize the vision and priorities*

- Forum to tell us what no one would tell us
- Opportunity for volunteers to self-identify

# Success Driver #1: Feasibility Study

*Opportunity to get feedback in a variety of ways*

- Opportunities beyond “traditional” feasibility studies
- Critical importance of hearing from constituents

## Success Driver #2: Physician Giving

*Leadership of the organization  
demonstrating belief in the mission*

- Once the physicians had bought into the campaign and made personal gifts, they were much more willing to talk with patients about the campaign priorities.
- \$12M of \$130M was given by physicians.

## Success Driver #2: Physician Giving

*Engage every constituency in the campaign*

- The greater the number of people “all-in,” the larger the success
- Consider “overlooked” constituencies



# Success Driver #3: Staff

Most critical key to success

- Sought entrepreneurial, confident team members.
- Make the case for ROI to be able to compensate competitively, and/or offer other benefits.

## **Success Driver #3: Staff**

*Fundraising is a relationship-based business:*

*People are the key*

- Increase and sustain higher levels of private support
- Smart, kind and hard-working

## Success Driver #4: Set Priorities

*Select most attractive priorities for philanthropy*

- Cherry-picked most compelling needs of the organization for campaign priorities
- Built major gift strategy around anchor lead gifts
- Did not fund every need with philanthropy, just the “coolest” ones (MS Center, Women’s Cancer Center, Pregnancy & Newborn Center, etc.)

# Success Driver #4: Set Priorities

*Start with aspirational organizational vision*

- Bold visions inspire transformational giving
- Investing in priorities moves you toward vision
- “If you have more than three priorities...you have none.” — *Jim Collins*

# Success Driver #5: Momentum

*Build momentum through a series of wins*

- Break campaign into a series of success milestones to sustain momentum, confidence and a willingness to participate from volunteer leaders.
- Build in artificial benchmarks and celebrate successes.

# Expressing Gratitude

Thank you.

THE **CAMPAIGN** FOR **SWEDISH**

