

# Major Giving in Healthcare Institutions: How Target Analytics® Can Help

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## Executive Summary

Developing a solid major gift program in a healthcare institution is possible with thoughtful planning and consideration. Success will result in large part from actions taken by the development office and with a targeted approach major giving can truly help support healthcare organizations of all sizes. This white paper discusses the importance of involving everyone in a healthcare organization in major giving, and examines how Target Analytics® can help in your efforts.

## Introduction

Fundraising activities in today's modern healthcare institutions are no longer the exclusive domain of the development office. In fact, it has become essential to successful major gift programs that the organization as a whole develops a culture of fundraising across all groups and clinical areas. Front-line employees such as nurses and personal care technicians can do as much to further fundraising as those at the administrative level. Development offices should plan to work with all employees to help them understand how they, as part of normal job functions, can positively impact fundraising for the institution.

Depending on the group or department, the approach from the development office may vary. For front-line employees such as nurses, taking a brief moment at department meetings to explain how they can help in the fundraising process (e.g., identification of grateful patients) will provide a great start in this process. Making sure that a development staff member has the opportunity to speak at employee orientation can go a long way towards ensuring that a culture of philanthropy is established from day one. Regardless of the approach, fundraising team members must ensure that participation in development efforts does not affect an employee's ability to provide clinical care and their participation is not overly burdensome. An example of this could be that nurses understand if patients wish to thank the hospital for great care, the nurses should call the Foundation executive director who will conduct appropriate follow up. The fundraising staff should be prepared to thank the staff participant and apprise them of follow-up efforts. The follow up is crucial as employees need to understand their participation in the process makes a difference.

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Administrative level staff play a role in fundraising albeit in a slightly different manner. Quite often these individuals help develop case statements, provide connections with prominent community members, participate in and facilitate cultivation events, and assist with actual major gift asks. The process for working with this group may involve presentations during administrative meetings, one-on-one conversations with senior staff and development staff and preparing these individuals to participate in the solicitation process. It is appropriate that working with this group will involve more individualized attention, as their participation in the development process often involves a more one on one role with prospects and donors. Keeping this group informed and involved will ensure they feel more comfortable when development activities intersect with their own. As with other staff, it is important that the development office communicate clearly and effectively. Ultimately, a well-defined process for working across different groups within the healthcare institution will benefit all parties.

The following guidelines from the Association of Fundraising Professionals and the Association for Healthcare Philanthropy will prove useful in determining the correct staff size for the major gifts team in a healthcare environment. A major gift officer focused solely on fundraising should expect to manage a portfolio of 150–200 individuals, understanding that geography and other job duties may necessitate this number being higher or lower. Also, the size of gifts an officer is expected to solicit will affect portfolio size. A gift officer concentrating on \$5,000–\$10,000 gifts would have more individuals to manage than a staff member working with only \$100,000+ prospects.

The amount of money a group expects to raise is often a prime indicator of the staff size it may require. A simple first step will be to break the larger foundation goal into gift type goals. For example, a \$6 million overall goal could break down as the following: \$1 million for the annual fund, \$2 million in major giving, and \$3 million in planned giving. An organization should estimate how many gifts at each level they expect to solicit and need to receive to achieve these levels. This process should then provide guidance for how many staff members it will take to cover the required number of prospects. A good rule of thumb is that you need three or four major gift prospects for every donation secured. One challenge for organizations will be getting the staff they need while talking in terms of potential dollars raised. Preparing staff guidelines using hard data from within your organization that speaks to both historical and potential operations should help address concerns when staffing requests are submitted.

### How can Target Analytics® help?

The information discussed thus far centers around internal structure and actions of the development office staff. A Target Analytics project provides organizations with an abundance of resources to more fully develop and grow your major gifts program. Blackbaud customers using Target Analytics data have the best tools available to help identify donors with both affinity and capacity to make larger gifts to your organization. However, it is important to closely align organizational goals with products purchased to ensure the correct mix of data and services are available.



### About the Author

Page Bullington, MPA  
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Page Bullington joined Target Analytics in November of 2007. She has over seven years of experience working in the nonprofit industry with a focus on healthcare and political organizations. Prior to joining Blackbaud in 2007, Ms. Bullington was responsible for successfully securing over \$2 million funding for Roper St. Francis Healthcare Foundation. As part of the Target Analytics team, Ms. Bullington has worked to offer professional development seminars for Healthcare organizations focusing on both Major and Annual Gift strategies. She has developed a unique consulting offering centered on assisting healthcare organizations in using their patient data to enhance fundraising. Ms. Bullington works with Target Analytics clients across sectors and enjoys getting to coach clients within the K–12, higher education and cultural areas. She is an active member of the Junior League of Charleston and is a member of the Winthrop Fund annual giving team for her alma mater. Ms. Bullington has a B.A. in English from Winthrop University and a M.P.A. with a concentration in Non-Profit Management from the College of Charleston.

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In preparing to work with Target Analytics organizations should take a few moments to discuss several key points:

- What are our goals? (Ex. Are we getting ready to move on a capital campaign? Or are we trying to strengthen annual giving? ) There are no right or wrong answers and many organizations are working on simultaneous campaigns and thus need to look at several products to meet multiple goals.
- How will we manage the data? Think through staffing roles to ensure that the volume of data returned will not be overwhelming. For instance, if you only have one major gift officer it may not make sense to run full **WealthPoint**® profiles on every prospect in your database.
- Do we need software training or perhaps additional consulting to fully implement our project? If this is your team's first experience with **WealthPoint** or **ProspectPoint**® statistical modeling it will make sense to have a Target Analytics consultant work with your organization to develop a detailed strategy for using your new data.
- What is the best way to maximize the budget for the project? Again, working with the Target Analytics team to answer this question will benefit organizations seeking to reach multiple objectives with their Target Analytics project. Often the best way to maximize resources is with a combination of product offerings.

Once these questions have been addressed your organization will be poised to move forward with product selection. The Target Analytics suite of products is designed to provide a multifaceted approach to both prospect research and donor screening.

**ProspectPoint®:**

Custom data modeling solution that scores and ranks your donors and prospects using statistical profiles built specifically for your organization, giving you critical information on a prospect's or donor's likelihood to make a gift to your organization. Our unique service analyzes your organization's giving history, along with current and historical data from other external sources, to identify your best potential annual, planned, and major giving prospects. For most organizations this is the starting point and modeling will often be conducted on the entire constituent database.

**WealthPoint®:**

Database screening solution that delivers detailed wealth identification information on prospects.

**WealthPoint** provides information for initial prospect qualification, assists with prospect cultivation, and delivers the vital information you need to secure major gifts. Discover which prospects on your list have the financial capacity to become supporters and find out what you can do to help take your relationship with a prospect to the next level while also ensuring that you're asking for the right amount, in the right form, at the right time. **WealthPoint** is enhanced when used with **ProspectPoint**. Together the two products can detail individuals that not only have the capacity to give a major gift but the likelihood to do so as well.

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**WealthPoint® OnTime:**

The fastest pre-screening wealth solution available to get you to your patients (prospects) efficiently and effectively. **WealthPoint OnTime** takes the time and guesswork out of identifying your best potential major and planned gift donors while they're still under your care. We will screen your admissions lists and provide a rating of publicly identifiable hard asset wealth data, a liquid asset indicator, and insight into their relationship with your organization and return the results to you within 90 minutes providing a prioritized list of prospects.

**Echelon Power Segments™ and Income360™:**

Echelon offerings from Target Analytics include both **Echelon Power Segments** and **Income 360**, both of which offer predictive measures around liquid assets. **Income360** is the first and only household-level income estimate that provides precise dollar values up to \$2.0 million, rather than an income range.

The **Income360** model includes both income from wages and income generated from invested assets. Unlike other available income measures, only Echelon is built on proprietary economic data that measures income generated from assets. **Income360** provides a powerful, complete and accurate picture of your prospects' and customers' total household income.

**Target Analytics Consulting Services:**

Our seasoned consulting team offers comprehensive guidance to help ensure your success. We will work closely with your research team and development staff to make sure you fully understand your Target Analytics results, helping you maximize your fundraising efforts.

**ResearchPoint™:**

ResearchPoint is the industry leading tool for researchers and development officers to help organize and manage prospect research data. This unique software as a service (SAS) offering provides development offices with an easy to use solution for organizing TargetAnalytics data as well as the ability to screen new prospects or re-screen existing records at the click of a button. **ResearchPoint** can also integrate with your fundraising system, including true integration with **The Raiser's Edge®**. Data is easily analyzed and exported using both the ResearchGroup and Query functions. **ResearchPoint** also provides nonprofits with exclusive access to NOZA and DonorBank — the largest collection of philanthropic donations available today.

**About Blackbaud**

Blackbaud is the leading global provider of software and services designed specifically for nonprofit organizations, enabling them to improve operational efficiency, build strong relationships, and raise more money to support their missions. Approximately 24,000 organizations — including The American Red Cross, Cancer Research UK, Earthjustice, International Fund for Animal Welfare, Lincoln Center, The Salvation Army, The Taft School, Tulsa Community Foundation, Ursinus College, the WGBH Educational Foundation, and Yale University — use one or more Blackbaud products and services for fundraising, constituent relationship management, financial management, website management, direct marketing, education administration, ticketing, business intelligence, prospect research, consulting, and analytics. Since 1981, Blackbaud's sole focus and expertise has been partnering with nonprofits and providing them the solutions they need to make a difference in their local communities and worldwide. Headquartered in the United States, Blackbaud also has operations in Australia, Canada, Hong Kong, the Netherlands, and the United Kingdom. For more information, visit [www.blackbaud.com](http://www.blackbaud.com).

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