



ASSOCIATION OF
DONOR RELATIONS
PROFESSIONALS



2018 Donor Relations Case Study Information – CAMH Foundation

About CAMH:

The Centre for Addiction and Mental Health is more than a hospital. It's a catalyst for change. We are able to respond to urgent needs and put your donations to work solving some of the greatest challenges in medical science. And we transform lives in the process. With your help, CAMH is leading the charge to break down stigma and discover the causes and cures for mental illness in Canada and around the world.

Donor Relations Program Narrative:

The CAMH Foundation has grown from \$16.7 million in 2013 to more than \$53 million in fundraising in 2017.

2013 = \$16.7 million

2014 = \$19.0 million

2015 = \$25.1 million

2016 = \$38.9 million

2017 = \$53.61 million

A portion of this success is due to their growing donor relations program.

CAMH Foundation has existed since 1998 and raises money for CAMH, Canada's leading and largest mental health and addictions hospital. For the first 10 years, the fundraising goals were modest as the cause was highly stigmatized. Approximately 10 years ago, CAMH Foundation embarked on a series of capital campaigns and became a local leader in major gifts fundraising. Over that 10 year period, CAMH not only doubled and tripled their annual fundraising results, but also had meteoric growth from 5,000 donors to more than 40,000 donors, with many of our donors requiring sophisticated recognition and enhanced accountability.

The stewardship function moved from being highly reactive and primarily focused on physical recognition to an organization that focuses on donor relations from a much broader perspective. What was once a department of 1.5 persons reporting to six different supervisors over a period of four years has grown into a department of seven people reporting to a new AVP of Donor Relations. Whereas work was formerly accomplished mostly by the major gifts team, Donor Relations has become a highly functioning team relating to the overall development function.

Since 2017, the Donor Relations team spearheaded a massive systems overhaul across both the Foundation and the Hospital to make it easier for donors to create change and feel the impact

of their generosity. The Team is now embedded in all parts of the solicitation cycle from setting philanthropic priorities to donor agreements and grant set up through to delivering meaningful reports. With massive new building on the horizon, CAMH is building a new recognition system. They have shifted stewardship events to the events team and moved from a 1 donor = 1 report system to a themed report system. Currently CAMH is refreshing their policies, rebuilding their business rules and data management procedures so that they are no longer doing as much reactive and manual work. CAMH also started surveying donors on an annual basis about their donor satisfaction and have seen tremendous gains as a result of this practice.

Donor Relations Program Pride Points:

- Creation of a New Recognition Guidebook
- Creating Systems to Bring Science and Donors to Life
- An Efficient System for Stewardship Reporting that brought the number of reports from 150 to 65 while raising quality and the “big picture” story telling of the organization
- A Fabulous 300 person event for a super anonymous \$100,000,000 donor

Some Fundraising Data Points of Interest:

- Repeat Donor Retention Rate = 70%
- New Donor Acquisition Rate = 74%
- 28% of Donors \$250 and higher upgraded their gifts year over year.
- Donors grew from 11,370 in 2012 to 43,223 in 2017.
- Monthly donors grew from 3,013 in 2012 to 15,596 in 2017.
- New donors grew from 5,994 in 2012 to 24,599 in 2017.
- All donors grew from 33,291 in 2016 to 43,223 in 2017.
- 3% of donors are giving 94% of contributions.

A Thought from the CAMH Foundation Donor Relations Department:

“One thing I think makes our donor relations work most special at CAMH is the community that we help to create around an issue that was in the shadows for so long.” – Suzanne Duncan, MA, CFRE

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This study was authored as a collaborative effort between ADRP and GiG/FEP in an effort to show the value of donor relations programs and their impact on fundraising. For more information on ADRP, check out www.adrp.net and for information on the Fundraising Effectiveness Project, see www.afpfep.org.

CAMH Foundation

	2013	2014	2015	2016	2017
Fundraising Results	\$16,700,000	\$19,000,000	\$25,100,000	\$38,900,000	\$53,610,000
Donor Relations Professionals	1.5	1.5+	1.5+	4	7
Key Donor Relations Activities	Stewardship Function Reported to 3 people in 4 years. Most stewardship activities delivered by Major Gifts Team. 1/2 time coordinator and a Manager/Director.	Stewardship Function tended to be highly reactive. Stewardship thought of and acted on mostly in terms of physical recognition.	Organization featured in newspaper as having poor stewardship practices. AVP of Donor Relations Hired. Stewardship becomes professionalized. Board and leadership hears the "wake up call"	Organization has massive systems overhaul across Foundation and Hospital. Systems promote change that donors can make through their giving and feel the impact of their generosity.	Donor relations now embedded in all parts of the solicitation cycle from setting philanthropic priorities to donor agreements to meaningful reporting and more. New recognition systems are being implemented. Reducing reactive and manual workloads. Performing donor surveys and experiencing tremendous gains.