

Six Pillars for Successful Physician Engagement at Sharp

Pillar #1: Baseline of Trust

Sharp Healthcare Foundation leadership and staff establishes and maintains credibility among SRS, SCMG, and other Sharp-affiliated physicians by spreading awareness of the need for, impact of, and strategies behind philanthropy, showcasing the professional approach employed by SHCF in pursuing support for fundraising objectives.

Pillar #2: Physician-Driven Agenda

SHCF leadership and staff ensure that the fundraising agenda, while keeping with the Sharp HealthCare system's strategic plan, resonates with SRS, SCMG, and other Sharp-affiliated physicians, and reflects the interests and priorities of the medical staff.

Pillar #3: Ease of Involvement

SHCF leadership and staff facilitate more physician contributions to fundraising efforts by minimizing time commitments, ensuring transparency of processes, assigning clear sets of responsibilities, and creating direct channels of communication.

Pillar #4: Positive Experiences

SHCF leadership and staff systematically remove physician discomfort with fundraising process by understanding, anticipating, and allaying physician anxieties, tailoring fundraising roles to individual preferences and abilities, and avoiding potentially uncomfortable situations.

Pillar #5: Physicians Commitment as Donors and Representatives for Philanthropy

SHCF leadership and staff encourage physicians to make a personal gift (outright, pledge or legacy gift) to the Inspire initiative, or initiatives, of their choice. Through this process the physicians are encouraged to select an initiative that reflects their personal health care interests, and one which the physician is comfortable discussing with other prospective prospects and donors.

Pillar #6: Senior Physician Champions

SHCF leadership and staff form more valuable partnerships with senior physician leaders, not only involving them in fundraising activities, but also leveraging their credibility with and access to colleagues and current/prospective donors.

Evaluation of Potential for a Sharp Physician Champion

Strength of Relationship with Sharp HealthCare Entities

- Does the physician practice exclusively or primarily at Sharp?
- Does the physician have reason to prefer Sharp over competitors?
- Has the physician been affiliated with Sharp for a significant portion of his/her career?
- Does the physician serve in a formal leadership or management position at Sharp?
- Is the physician's career closely tied to Sharp's success?
- Is Sharp an attractive setting for the physician's career ambitions?

Exposure to Philanthropy

- Has the physician's practice area benefited from philanthropy in the past?
- Is the physician aware of the impact philanthropy has had or could have on Sharp's facilities, technology, programs and staff?
- Is the physician aware of how patients have directly benefited from philanthropy?
- Has the physician been involved in any fundraising activities for Sharp in the past?
- Has the physician engaged in fundraising for organizations outside of Sharp?
- Has the physician contributed (personally or through a group) to Sharp's campaign?
- Does the physician's patient base include numerous potential prospects?
- Is the physician exposed to Sharp's budget process or reliance on philanthropy?

Vested Interest in Fundraising Projects

- Is the physician's clinical specialty and area targeted for growth by Sharp?
- Is the physician seen as a "star" in a clinical area?
- Does the physician stand to benefit from the current fundraising agenda?
- Does the physician participate in Sharp's agenda-setting process?
- Does the physician take part in developing and prioritizing specific projects for the fundraising agenda?
- Does the physician have a stake in worthy projects that receive insufficient funding from Sharp?
- Are the physician's career ambitions affected by fundraising performance?

Skills and Personality Traits

- Does the physician possess a passion about clinical work?
- Is the physician able to persuasively articulate a clinical vision or need?
- Is the physician persistent, not easily discouraged?
- Does the physician have a natural ability to relate to people?
- Is the physician willing and able to adapt to new situations?

Physician Engagement Diagnostic Questions

These questions are meant as a self-assessment of current progress in enfranchising physicians in Sharp HealthCare Foundation fundraising. The questions are designed to inform decisions about where to invest time and resources. In general a preponderance of “No” responses may indicate an area warranting additional attention.

Baseline of Trust	Yes	No
1. Do you understand the dynamics of Sharp’s relations with individual physicians or medical groups?	<input type="checkbox"/>	<input type="checkbox"/>
2. Are you aware of past animosity or current tensions between Sharp and members of the medical staff?	<input type="checkbox"/>	<input type="checkbox"/>
3. Can you identify the physicians or physician groups most closely aligned with Sharp’s agenda and strategic plan?	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you know the informal and formal leaders among the medical staff?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you speak with members of the medical staff regularly?	<input type="checkbox"/>	<input type="checkbox"/>
6. Do you discuss fundraising opportunities and priorities with department or service line leaders?	<input type="checkbox"/>	<input type="checkbox"/>
7. Are physicians aware of the impact philanthropy has had on Sharp and on individual patients?	<input type="checkbox"/>	<input type="checkbox"/>
8. Do you regularly communicate stories and data about fundraising successes at Sharp to physicians?	<input type="checkbox"/>	<input type="checkbox"/>
9. Are physicians educated about the fundraising process and development staff’s professional standards?	<input type="checkbox"/>	<input type="checkbox"/>
10. Do you have systems or processes to ensure that all physician requests or inquiries are answered efficiently and effectively?	<input type="checkbox"/>	<input type="checkbox"/>

Physician-Driven Agenda	Yes	No
1. Is the fundraising agenda vetted by physicians during the planning process?	<input type="checkbox"/>	<input type="checkbox"/>
2. Do you identify fundraising projects that interest both physicians and the Sharp management team/boards of trustees?	<input type="checkbox"/>	<input type="checkbox"/>
3. Are physicians involved in the foundation’s board of directors or project steering committees?	<input type="checkbox"/>	<input type="checkbox"/>
4. Do physicians identify fundraising priorities within Sharp’s strategic plan?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you regularly discuss potential fundraising projects with department or service line leaders?	<input type="checkbox"/>	<input type="checkbox"/>
6. Does the fundraising agenda reflect the priorities of key physician groups?	<input type="checkbox"/>	<input type="checkbox"/>
7. Does the fundraising agenda advance the priorities of individual physicians?	<input type="checkbox"/>	<input type="checkbox"/>
8. Can you identify physicians who are interested in specific projects or items on the fundraising agenda?	<input type="checkbox"/>	<input type="checkbox"/>
9. Do physicians see the link between fundraising projects to improvements in patient care or clinical areas?	<input type="checkbox"/>	<input type="checkbox"/>
10. Are physicians involved in the campaign planning process for items that interest them?	<input type="checkbox"/>	<input type="checkbox"/>

Ease of Involvement	Yes	No
1. Do physicians have dedicated points of contact in the development office or foundation?	<input type="checkbox"/>	<input type="checkbox"/>
2. Do physicians know whom to contact if they have questions about fundraising?	<input type="checkbox"/>	<input type="checkbox"/>
3. Are meeting times and locations flexible and convenient for physicians?	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you use email, telephone, and other forms of communication convenient for physicians?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you ensure that burdens on physicians' time are kept to a minimum?	<input type="checkbox"/>	<input type="checkbox"/>
6. Does the development staff draft fundraising-related correspondence for physicians?	<input type="checkbox"/>	<input type="checkbox"/>
7. Do meetings with physicians adhere to agreed-upon time limits and agenda items?	<input type="checkbox"/>	<input type="checkbox"/>
8. Do you schedule meetings with physicians around existing commitments (e.g., staff meetings, or meals) to minimize your demands on their time?	<input type="checkbox"/>	<input type="checkbox"/>
9. Do you make yourself available at staff meetings or in the medical staff lounge?	<input type="checkbox"/>	<input type="checkbox"/>
10. Does the Foundation have a clear process for physicians to refer potential donors?	<input type="checkbox"/>	<input type="checkbox"/>

Positive Experiences	Yes	No
1. Do you understand individual physicians' motivations for participating in fundraising?	<input type="checkbox"/>	<input type="checkbox"/>
2. Are fundraising roles customized to individual physicians' interests and skills?	<input type="checkbox"/>	<input type="checkbox"/>
3. Do you understand individual physicians' specific concerns about fundraising?	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you avoid placing physicians in awkward or uncomfortable situations?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you emphasize the divorce between clinical and developmental experiences for physicians and patient prospects?	<input type="checkbox"/>	<input type="checkbox"/>
6. Are physicians equipped with necessary tools and skills to assist the fundraising process?	<input type="checkbox"/>	<input type="checkbox"/>
7. Do physicians feel fully supported by the fundraising staff?	<input type="checkbox"/>	<input type="checkbox"/>
8. Do you select "easy wins" for physicians with little fundraising experience?	<input type="checkbox"/>	<input type="checkbox"/>
9. Is positive feedback from donors communicated to physicians?	<input type="checkbox"/>	<input type="checkbox"/>
10. Are physicians' achievements publicized (e.g., at staff meetings or in newsletters) to the medical staff?	<input type="checkbox"/>	<input type="checkbox"/>

Senior Physician Champion	Yes	No
1. Do you work with the physicians who sit on the Sharp board of directors or medical executive committee? Other key leaders?	<input type="checkbox"/>	<input type="checkbox"/>
2. Do you have a process for identifying and cultivating involvement of a senior physician leader?	<input type="checkbox"/>	<input type="checkbox"/>
3. Have you approached retiring physicians to increase their involvement in Sharp fundraising?	<input type="checkbox"/>	<input type="checkbox"/>
4. Have you approached physicians within the Sharp executive team to increase their involvement in fundraising?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do you have an active and productive fundraising partnership with a senior physician?	<input type="checkbox"/>	<input type="checkbox"/>
6. Have you identified areas in which to best leverage the time and skills of a senior physician champion?	<input type="checkbox"/>	<input type="checkbox"/>
7. Does that physician reinforce the importance of fundraising among the medical staff?	<input type="checkbox"/>	<input type="checkbox"/>
8. Does he or she remind other physicians about opportunities to help development efforts?	<input type="checkbox"/>	<input type="checkbox"/>
9. Does he or she inform the development office about the medical staff's interests and concerns?	<input type="checkbox"/>	<input type="checkbox"/>
10. Does he or she help set an example for other physicians to increase involvement in fundraising?	<input type="checkbox"/>	<input type="checkbox"/>

Nine Step Metrics for Evolving Physician Engagement

These are measurable metrics rooted in the evolution of physician philanthropic leadership, activity and influence through effective coaching and successful experiences.

- Sharp physician is a committed, philanthropic donor to an Inspire campaign initiative.
- Sharp physician is willing to partner with Sharp Healthcare Foundation staff to evolve his or her skill set in philanthropy.
- Sharp physician is an active philanthropy advocate among novice, sometimes negative, physician colleagues.
- Sharp physician has the skill set and willingness to recognize, identify and refer grateful patients and community prospective donors to SHCF staff.
- Sharp physician has the skill set and willingness to communicate effectively about the added value of philanthropy for the Sharp patients we serve -- personally, departmentally or globally – for the benefit of Sharp Healthcare.
- Sharp physician has the skill set and willingness to take an active role in briefing prospective donors on Inspire campaign initiatives in conjunction with solicitation strategy and plan.
- Sharp physician is willing to mentor physician colleagues after successful philanthropic experiences.
- Sharp physician is willing to express gratitude to donors, both in person and in writing, for their philanthropic gifts to Sharp Health Care Foundation.
- Sharp physician is a full partner and active physician philanthropic leader and champion for Sharp Inspire initiatives.