

# CDO Town Hall

## Strategic Planning Update & 2025 Membership Fee



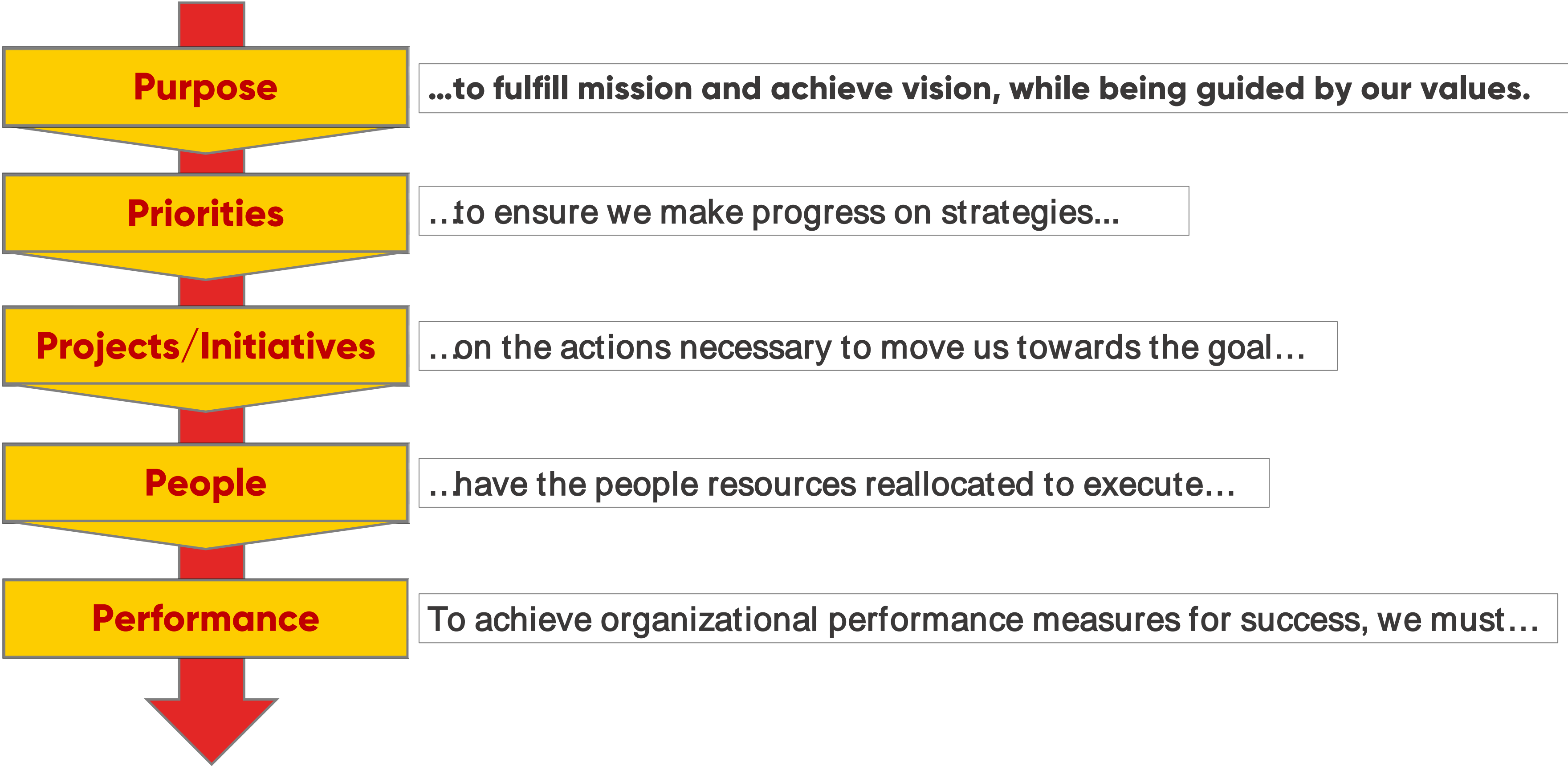
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# **2025 Strategic Planning Update**

**Aimee Daily, PhD**  
**President & Chief Executive Officer**  
**CMN Hospitals**

# FROM PURPOSE TO PERFORMANCE



# CMN HOSPITALS STRATEGIC PLANNING PRE-WORK



# CMN HOSPITALS LISTENING & LEARNING TOUR OUTCOMES

**Optimize  
Alignment**

**Elevate  
Human  
Resources**

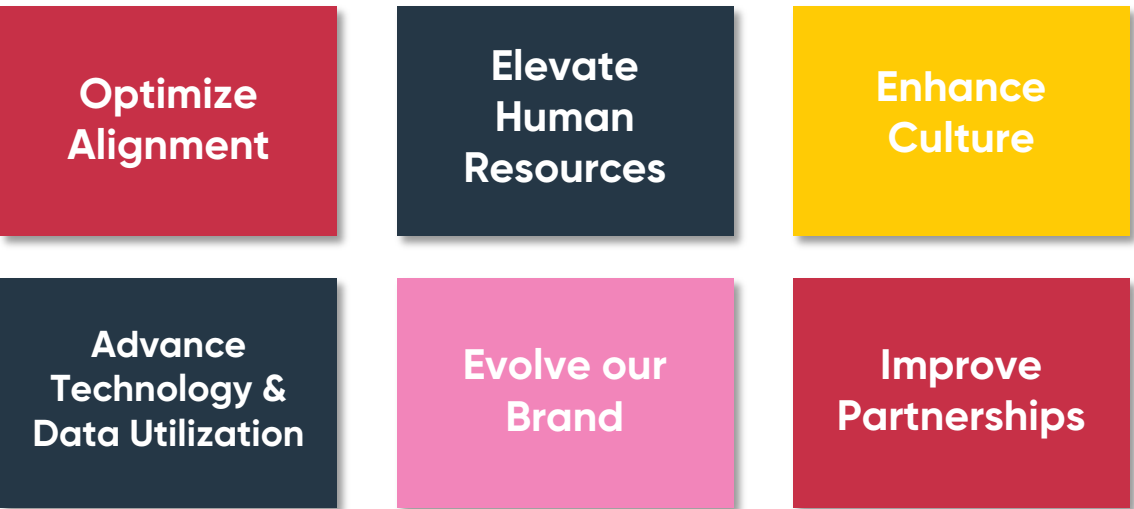
**Enhance  
Culture**

**Advance  
Technology &  
Data Utilization**

**Evolve our  
Brand**

**Improve  
Partnerships**

# CMN HOSPITALS – STRATEGIC TRANSFORMATION



# CMN HOSPITALS – STRATEGIC TRANSFORMATION

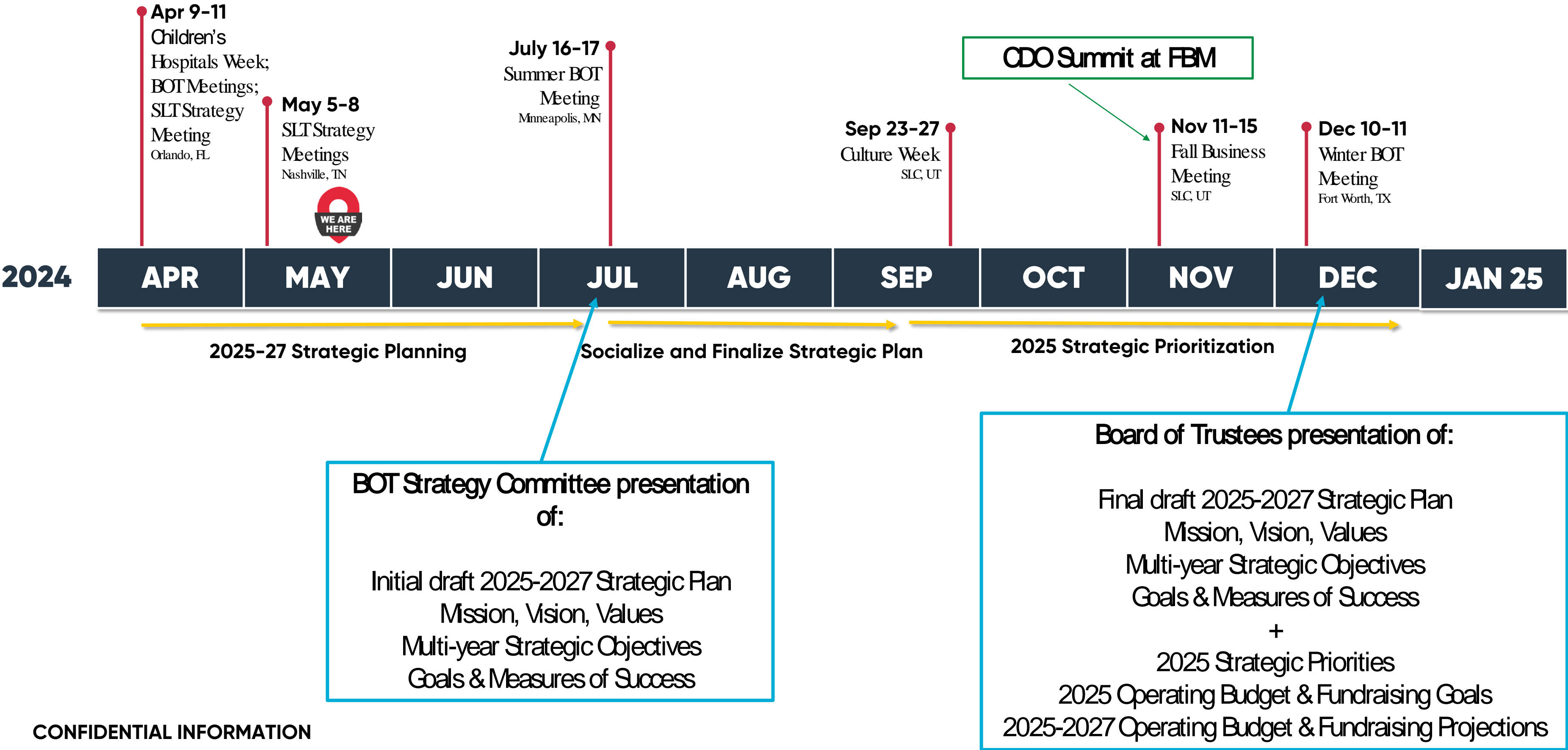


# CMN HOSPITALS – STRATEGIC TRANSFORMATION





# CMN HOSPITALS STRATEGIC PLANNING TIMELINE



# **2025 Membership Fees**

**Frances Fu**  
**Chief Financial & Strategy Officer**  
**CMN Hospitals**

# CDO Advisory Committee Members



**CHAIR**  
**Monica Taylor-Lotty**  
Children's Hospital of  
Philadelphia  
*Philadelphia*



**Janet DeWolfe**  
Primary Children's  
Hospital  
*Salt Lake City*



**Jena Pado**  
Dayton Children's  
Hospital  
*Dayton*



**Grant Stirling**  
Lurie Children's  
Hospital  
*Chicago*



**Erin Black**  
Multicare Yakima  
Memorial Hospital  
*Yakima*



**Grant Harris**  
Cook Children's  
Medical Center  
*Fort Worth*



**Jenine Rabin**  
Johns Hopkins All  
Children's Hospital  
*Tampa*



**Jack Simpson**  
Niswonger Children's  
Hospital  
*Tri-Cities*



**John Bozard**  
Orlando Health Arnold  
Palmer Hospital for  
Children  
*Orlando*



**Lauren Moore**  
Children's Hospital of  
Richmond at VCU  
*Richmond*



**Rob Saroyan**  
Valley Children's  
Hospital  
*Fresno*



**Sue Doliner**  
Barbara Bush  
Children's Hospital  
*Portland*

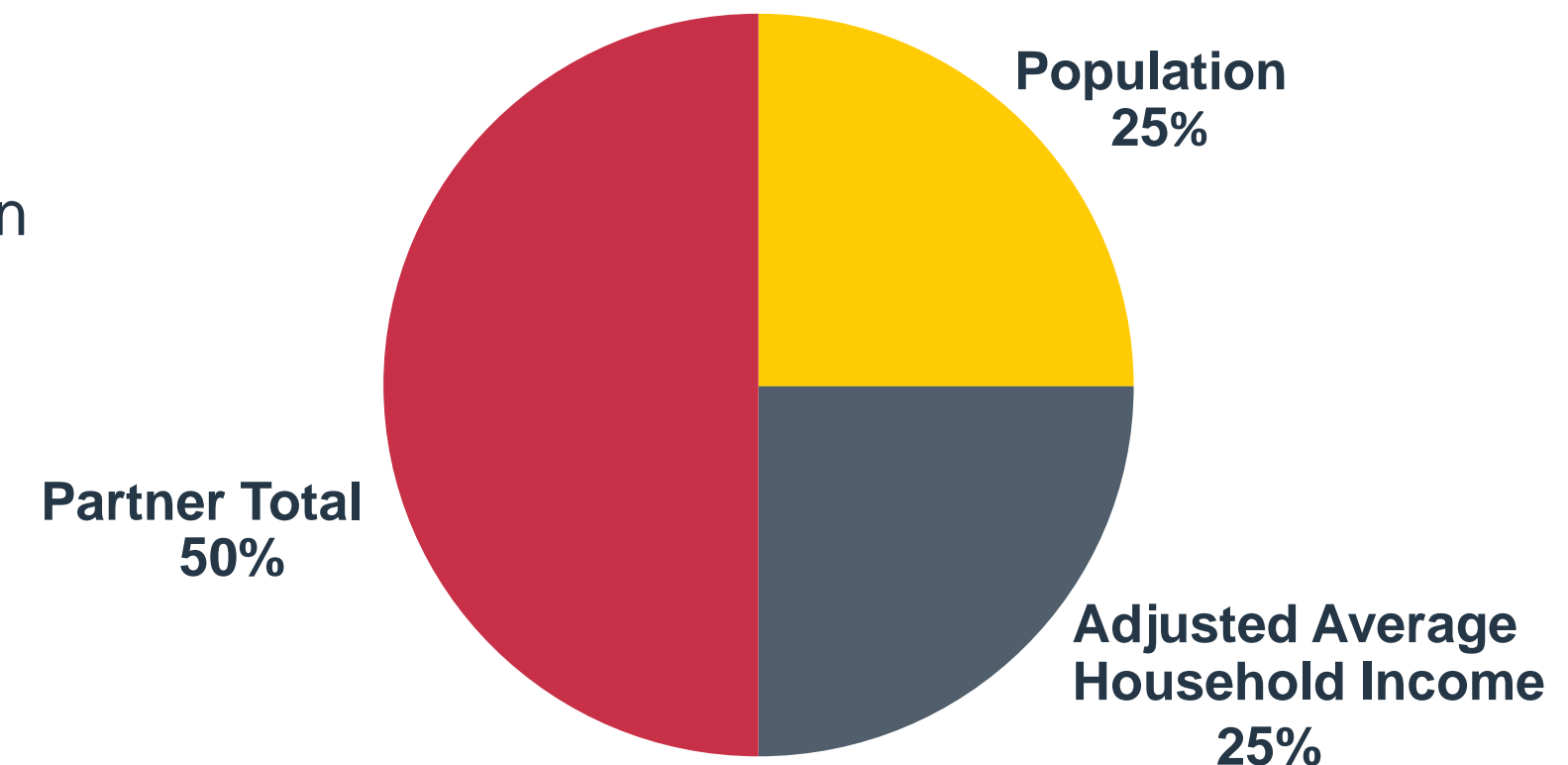


# CMN Hospitals Membership Fee Model

2023 Membership Fee Model; Same Membership Fee Model as 2019

- **Population (25% of Membership Fee)**
  - $\text{Market Population} \div \text{National Population}$
- **Adjusted Average Household Income (AAHI) (25% of Membership Fee)**
  - Market AAHI adjusted in relation to National AAHI\*
- **Partner Total (50% of Membership Fee)**
  - Market Fundraising from the following categories is weighted based on the portion of National Fundraising it represents\*\*:
    - Corporate Partners
    - Radiothon
    - Dance Marathon
    - Extra Life

## PARTNERSHIP MODEL BASE FEE FACTORS



\* $\text{Market AAHI} \div \text{Cost of Living Index (COLI)} = \text{Market Adjusted AAHI}$ ;  $\text{Market Adjusted AAHI} \div \text{National Adjusted AAHI} = \text{AAHI Factor}$ ;  $\text{AAHI Factor} \div \text{Number of US Markets}$

\*\* $\text{Market Fundraising} \div \text{National Fundraising}$



# CMN Hospitals Membership Fee Model

## Data Sources

- **Population (25%)**
  - Population estimates are based on data from the most recent U.S. Census taken in 2020.\*
- **Adjusted Average Household Income (AAHI) (25%)**
  - Like Population data, Household Income data is based on data from the most recent U.S. Census taken in 2020.\*
  - The Cost-of-Living Index (COLI) was obtained from first quarter 2021 data aggregated by The Council for Community and Economic Research (C2ER).
- **Partner Total (50%)**
  - Market Fundraising – Corporate, Radiothon, Dance Marathon, Extra Life
  - An average of market fundraising from 2017-2020 (all years available since the previous model calculations).

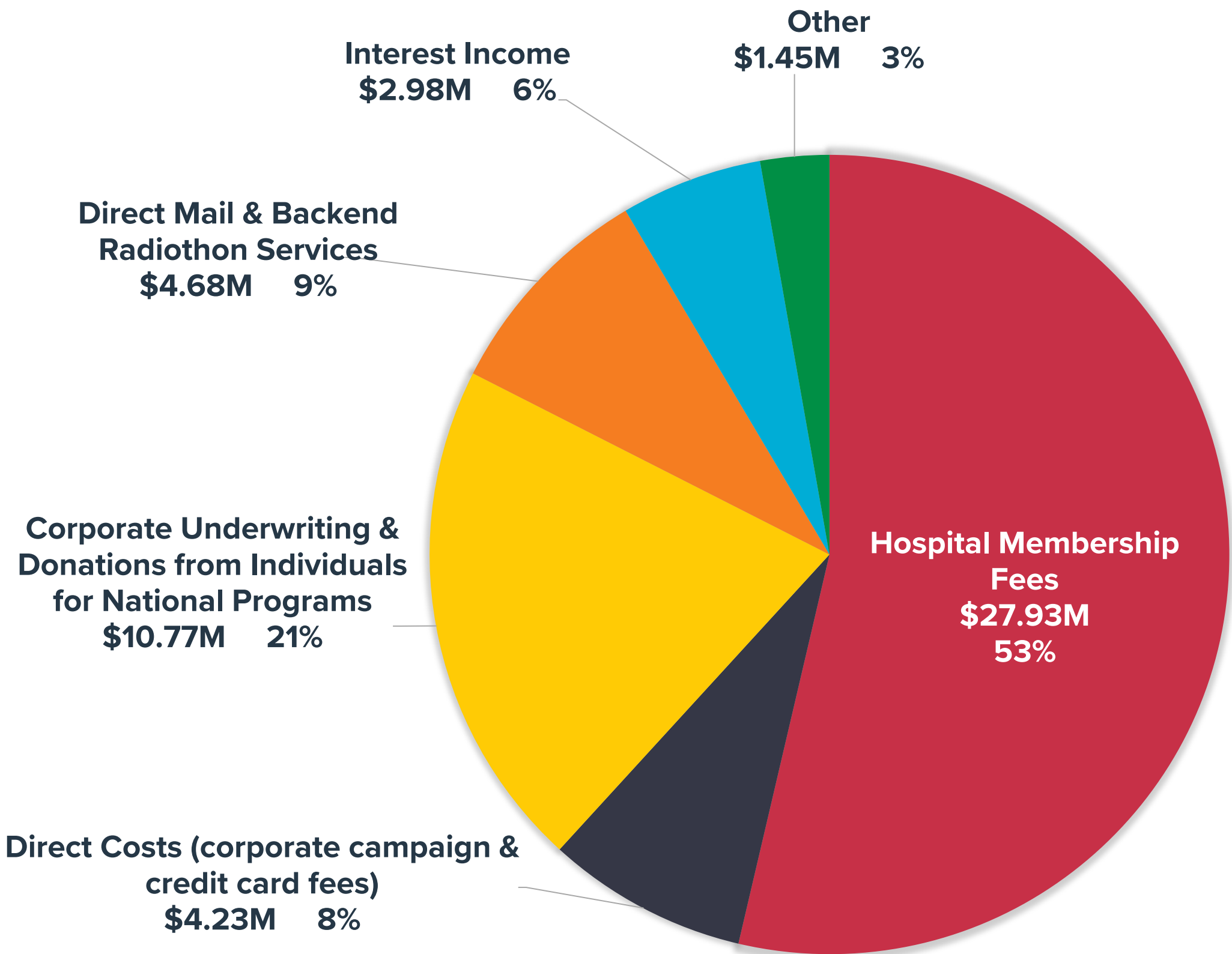


\*Source: GreatData.com, Inc. as of October 2021.

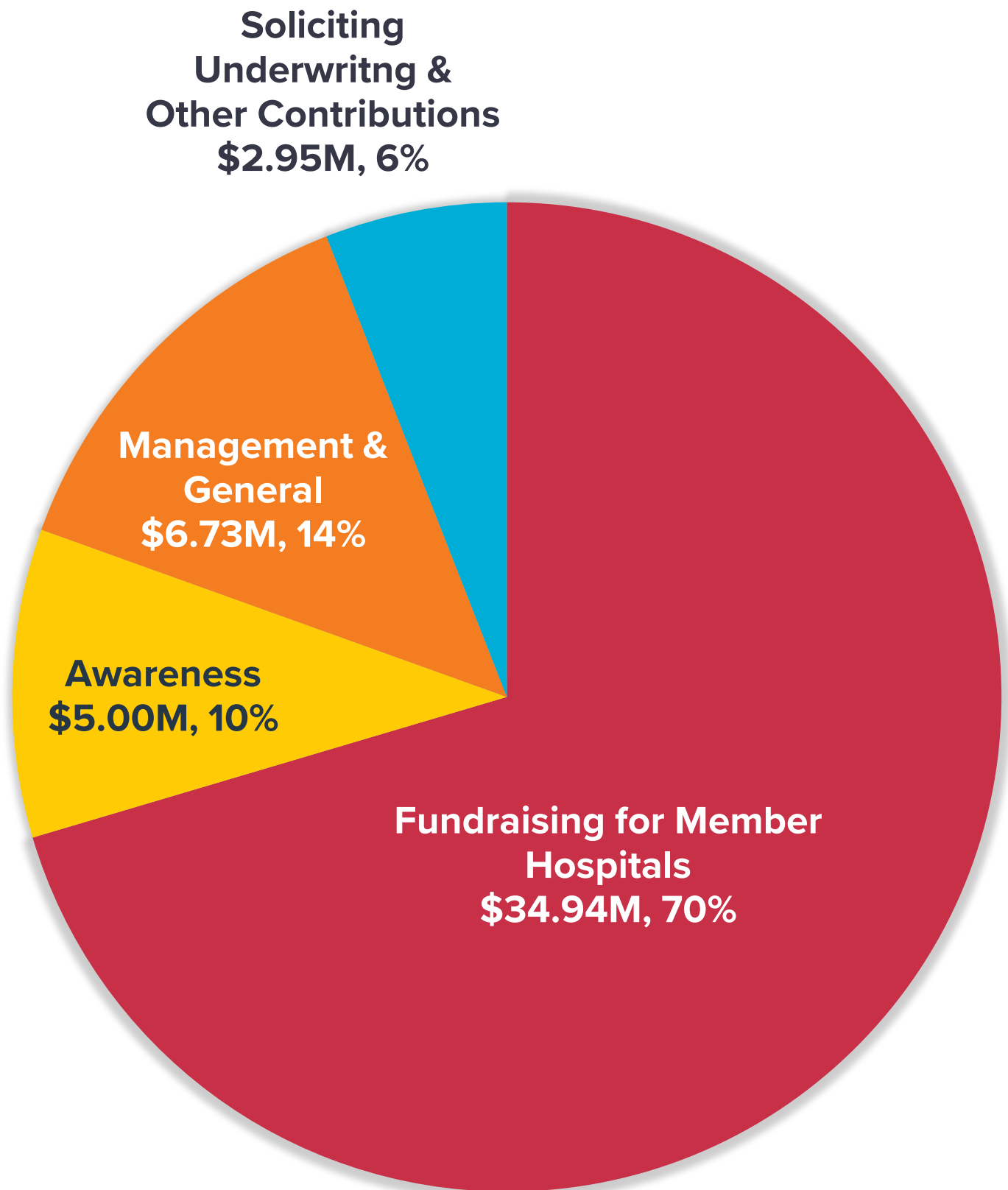
# CMN Hospitals 2023 Sources and Uses of Funds



## REVENUE SOURCES



## USES OF FUNDS

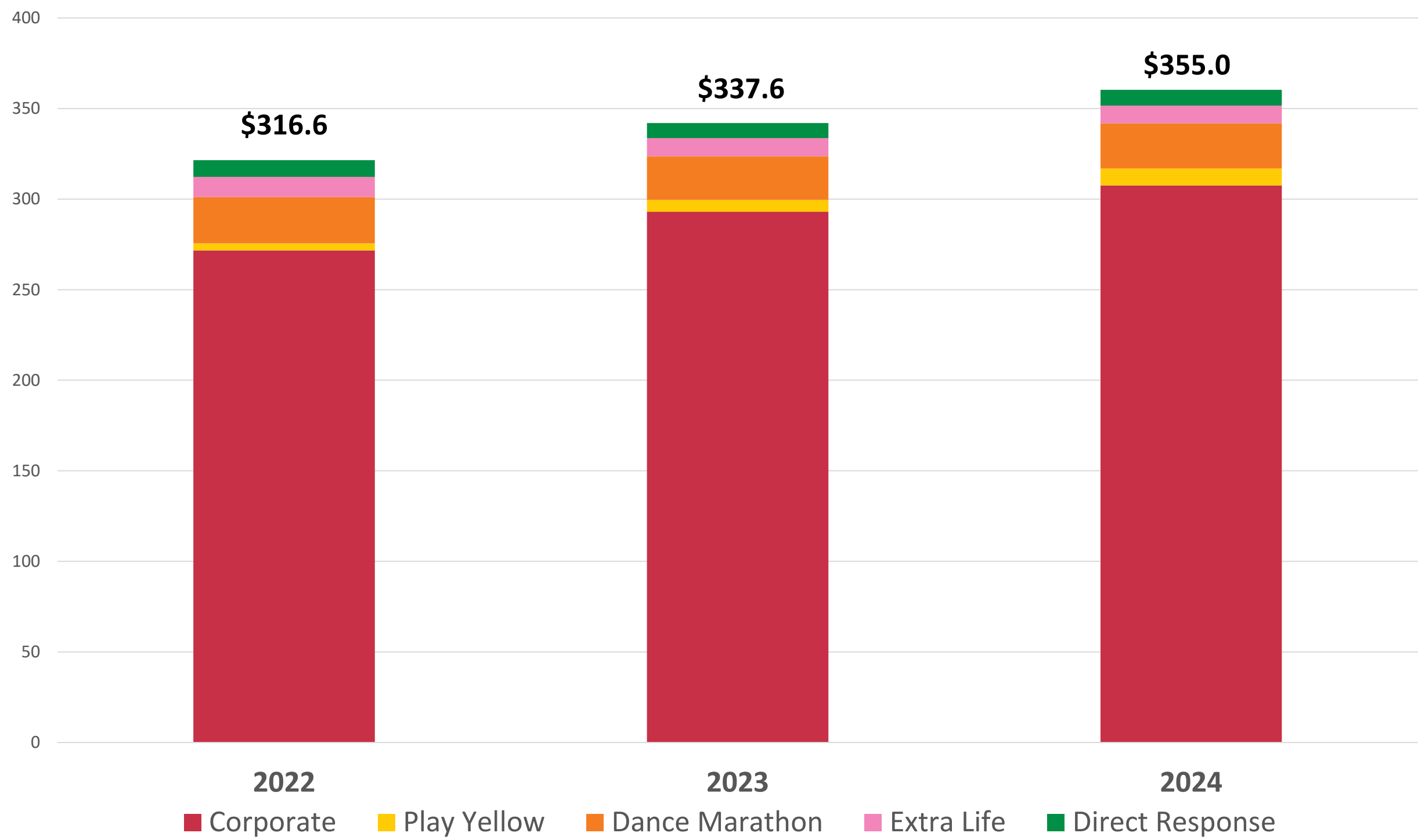


# 2024 Membership Fee Usage

- ☑ **CMN Hospitals national staff support for local markets**
  - As a direct result of CDO feedback, increased in-person support for fundraising partnerships and programs by national staff
- ☑ **Investments in fundraising initiatives**
  - Strengthen existing partner relationships & enhance fundraising strategies
  - Add new corporate partners via both national and regionalized approach
  - Deployed new strategy for Dance Marathon with the sprint model
- ☑ **Investments in technology and data infrastructure to enhance donor understanding, reporting, and insights**

# 2022/23 U.S. Pillar Fundraising Results and 2024 Fundraising Goals

\$ in millions



Note: Overlapping credit is removed when calculating total pillar U.S. fundraising amounts. An example of overlapping credit that has been removed, would be if funds were donated by Corporate Partners through the Extra Life program. These amounts are overlapping between the Corporate Partner pillar and the Extra Life pillar; therefore, these overlapping amounts have been removed so as not to double count the funds.

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# CMN Hospitals Membership Fee



- **2025 Membership Fee**
  - CMN Hospitals Board of Trustees has approved a 5% membership fee increase for 2025

## **Review and Approval Process:**

- CDO Advisory Reviewed on April 1, 2024
- Finance & Investment Committee Approved April 2, 2024
- Board of Trustees Approved April 10, 2024

\* As a reminder, membership fees are not recalculated each year; they are calculated at the beginning of each membership agreement contract term, and then annual changes are a simple percentage increase to the prior year's fee.

# CMN Hospitals Membership Fee

## Next Steps

- Individual market invoices will be prepared and sent to your designated AP contact, with a copy to all CDOs/Foundation Leaders by July 1, 2024
- Invoice payment is due by no later than December 31, 2024





# Questions?

