



# The Woodmark Group

*Leading the advancement of philanthropy to improve health for children everywhere*

## IMPACT STATEMENT

### Participating Hospitals

**Akron Children's Hospital**  
Akron, Ohio

**Alberta Children's Hospital**  
Calgary, Alberta

**Arkansas Children's**  
Little Rock, Arkansas

**Children's Healthcare of Atlanta**  
Atlanta, Georgia

**Boston Children's Hospital**  
Boston, Massachusetts

**Ann & Robert H. Lurie Children's Hospital of Chicago**  
Chicago, Illinois

**Cincinnati Children's**  
Cincinnati, Ohio

**Children's Medical Center Dallas**  
Dallas, Texas

**Children's Hospital Colorado**  
Denver, Colorado

**Texas Children's Hospital**  
Houston, Texas

**Riley Hospital for Children**  
Indianapolis, Indiana

**Children's Mercy Kansas City**  
Kansas City, Missouri

**Children's Hospital Los Angeles**  
Los Angeles, California

**Children's Hospital Wisconsin**  
Milwaukee, Wisconsin

**Children's Hospitals and Clinics of Minnesota**  
Minneapolis, Minnesota

**Montréal Children's Hospital**  
Montréal, Québec

**Nationwide Children's Hospital**  
Columbus, Ohio

**CHOC Children's**  
Orange, California

**Lucile Packard Children's Hospital Stanford**  
Palo Alto, California

**Children's Hospital of Philadelphia**  
Philadelphia, Pennsylvania

**UPMC Children's Hospital of Pittsburgh**  
Pittsburgh, Pennsylvania

**Rady Children's Hospital-San Diego**  
San Diego, California

**Seattle Children's**  
Seattle, Washington

**St. Louis Children's Hospital**  
St. Louis, Missouri

**The Hospital for Sick Children**  
Toronto, Ontario

**BC Children's Hospital**  
Vancouver, British Columbia

**Children's National Health Systems**  
Washington, D.C.

### The impact of premier children's hospitals

Millions of children and families in the United States and Canada, and increasingly from around the world, rely on the 27 premier children's hospitals that are members of The Woodmark Group for the best in pediatric patient care, treatment, and cures. In fiscal year 2021, Woodmark's member hospitals collectively:

- Operated 11,734 beds
- Logged 18.4 million annual patient visits
- Admitted 497,640 patients
- Responded to 1.96 million emergency room visits
- Conducted 490,229 surgeries
- Hosted 2.3 million telemedicine visits
- Saw more than 704,000 patients in urgent care



### THE IMPACT OF PHILANTHROPY ON PREMIER CHILDREN'S HOSPITALS

The Woodmark Group was founded in 1991 to unite these hospitals in pursuit of a common goal to lead in the advancement of philanthropy to improve the health of children everywhere. Philanthropic support is critical to meeting this goal. Generous donors fund improvements in patient care, advances in research, training for the next-generation of pediatricians and caregivers, and community-based advocacy to keep children healthy and safe. Since 2018, Woodmark member hospitals have collectively raised more than \$2 billion annually in philanthropic support. In fiscal year 2021, the hospitals collectively:

- Received gifts from more than 1.27 million donors
- Tallied nearly 3.9 million contributions
- Recognized more than 8,000 leading benefactors (contributors of \$10K or more)
- Invested more than \$2.8 billion in research
- Provided more than \$5.3 billion in care for un- and under-insured patients





## INCREASES IN GIVING

Between 2017 and 2021 the hospitals together posted impressive gains in fundraising. The collective number of:

**25%**  
INCREASE

Dollars given by donors increased 25 percent over 5 years.

**15%**  
INCREASE

Leading benefactors (contributors of \$10K+) increased 15 percent over 5 years.

**54%**  
INCREASE

Individual donors giving \$1M or more increased 54 percent over 5 years.

**14%**  
INCREASE

Dollars received from estates and trusts increased 14 percent over 5 years.

**24%**  
INCREASE

Dollars invested in research grew 24 percent over 5 years.

**69%**  
INCREASE

Dollars provided in care for un- and under-insured patients increased 69 percent over 5 years.

## THE ROLE OF BEST PRACTICES IN FUNDRAISING

The Woodmark Group provides development officers at premier children's hospitals opportunities to connect with one another to exchange best practices, address shared challenges, act on emerging opportunities, and collaborate strategically to maximize the impact of philanthropy on pediatric health. Specifically, Woodmark members pursue four strategic goals:

1. Promote gift-planning strategies that maximize donor vision and impact to generate more major, principal, and transformational gifts.
2. Engage in educational programs to improve members' professional practices and leadership skills.
3. Understand the link between messaging and fundraising results to craft more compelling cases for support.
4. Use data analytics and business intelligence to drive fundraising strategies and results.



### BEST-PRACTICES-ORIENTED LEARNING PROGRAMS:

To advance these goals, members have developed a host of best-practices-oriented programs and products:



**6,700 hr**

Virtual summit  
professional  
development hours

In 2022, Woodmark welcomed more than 1,000 fundraising staff members to the Woodmark Summit – held in a virtual format – that delivered 6,700 professional development hours. The Summit content is aimed at advancing the work of major- and principal-gift level development officers but is open to any staff member whose work serves to drive results in major-gift philanthropy.



**1,200 hrs**

Cohort sessions  
professional  
development hours

Cohort groups – Peer-learning groups in 15 separate fundraising specialties met quarterly in 2022 to address current practice challenges and explore promising opportunities. Cohort sessions delivered 1, 200 professional development hours.



**2022  
FORUM**

Chief development  
officers annual meeting

Chief development officers gathered in-person in 2022 for the first time since the COVID pandemic began for the Woodmark Forum. Held annually since 1991, the Forum provides CDOs with time for collaborative, peer-level support, best-practice exchange and discussion of current issues in fundraising, from the executive's point of view.



**417 hrs**

Gift-planning  
consultation  
services

All members engaged with a prominent gift-planning consultant, retained by Woodmark, to support efforts to strengthen gift-planning programs. The consultant provided 417 hours of service to members including technical assistance, training and presentations and a variety of resources.



"WE" interactive  
website serves as a  
resources library for  
Woodmark members

Woodmark maintains an online learning platform – the Woodmark Exchange (WE) – an interactive site through which members may connect with each other anytime, anywhere, from multiple devices, at their own convenience. As a networking hub, WE offers dedicated space for each of 15 specialty cohort group communities. It serves as a resources library for such items as a member directory, sample policies, document templates, campaign collateral, etc.






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*Woodmark is a volunteer-driven organization, supported by a small staff. In 2022, 126 individuals volunteered to lead Woodmark's efforts – in such roles as on its governing board, as cohort group and committee chairs and as task-force members.*

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#### BEST-PRACTICES-ORIENTED PRODUCTS:

- Since 1996, Woodmark has produced an **annual benchmarking survey**. The survey is comprised of 500 data points – each revealing every hospital's achievement in a specific fundraising metric. Likely the only survey of its kind for premier children's hospitals, the findings provide members with relevant, best-in-class data with which to develop fundraising strategies. The survey results inspire greater achievement by making the best outcomes visible to all and reveal the upside potential of investment in specific fundraising programs. The findings enable members to recognize and reward top achievers and identify areas where programs can grow.
- In response to members' request, Woodmark initiated a **quarterly \$1-million-dollar gift survey** to glean and monitor insights on how such gifts are structured, their purpose, the types of donors involved, which fundraisers were involved in procuring the gift and any notable features of the process that advance best practice. Since the survey was launched, members have reported receiving more than 500 such gifts, raising more than \$2 billion.
- In response to competition for talent, Woodmark began conducting an **annual total compensation survey** of key fundraising positions in 2001. The survey examines all elements of total compensation (base, incentives, benefits, perks, retirement) for 29 positions including chief development officer, senior-level development officers, operations staff, and front-line fund-raisers. This survey has been key to members' ability to offer compensation packages that attract and retain top talent in competitive markets, comply with federal regulations including intermediate sanctions, and inform hospital executives and trustees about the compensation practices in development shops of leading children's hospitals
- **Ad-hoc surveys** of the membership are conducted to advance Woodmark's strategic goals as well as support members' work in identifying best practices. Such surveys have included an examination of the impact of the global health pandemic on members' operating budgets, revenue and expense projections and staffing models; status of major campaigns across the membership, and goals for fundraising and investment in pediatric mental and behavioral health programs.

#### PEER AND PROFESSIONAL SUPPORT:

- Woodmark members say that a valued benefit of membership is the ability it affords them to reach out to their peers whenever they need support for problem-solving or strategy development. Woodmark employs a staff of four full-time employees – an executive director, director of learning, director of research and insights and digital platforms coordinator.

For more information on a membership in The Woodmark Group, email [info@woodmark.org](mailto:info@woodmark.org)