

# Performance Benchmarking Survey Worksheet

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## Overview

Welcome to the 2021 Philanthropy Performance Benchmarking Survey.

The survey will ask for financial and operational data from the past one to three most recent fiscal years. Organizations that submitted data for the 2020 survey will provide data for FY2020 only. Organizations that did not participate in 2020 are encouraged to submit data for FY2018, FY2019, and FY2020 in order to receive the maximum benefit of the benchmarking tool (at a minimum, FY2019 and FY2020 data are required for select questions).

**This worksheet will help you compile the data you will need to complete the online survey form.** To complete the survey, you must fill out the online form, which will become available in March 2021.

**This worksheet also provides definitions and guidance to ensure that all participants are reporting data in the same way,** allowing the benchmarks to provide true “apples to apples” comparisons of performance.

## Individual Hospitals and Health Systems

**Participating organizations must indicate whether they are reporting fundraising performance for a single hospital or a system (multiple hospitals).** Those reporting fundraising performance for multiple hospitals will be benchmarked against other systems only.

Health systems should provide cumulative data for their entire system for any given question (e.g., total funds raised by all hospitals/foundations, total development expenses across all hospitals/foundations, total development FTEs across all hospitals/foundations, etc.) Individual affiliate hospitals within a system can submit performance on a per-entirety basis for benchmarking against other individual hospitals, if desired.

Academic medical centers should identify themselves as such, even if they have fundraising responsibilities for a health system.

## Reporting Guidelines

This benchmarking methodology attempts to measure performance in the specific year(s) being studied. The framework filters out gains from prior fundraising (such as payments received on pledges made in previous years), but credits development teams for commitments to give in the future (new pledges and new bequest intentions of known value with documentation). **You should not expect the revenue totals calculated from this methodology to match your own foundation’s tabulation of cash collected.**

## Confidentiality

All data will remain confidential and will be shared only as de-identified benchmarks in aggregate for the purposes of reporting and within the Performance Benchmark Generator. We will publish an alphabetized list of all participating organizations.

## **Saving (and Resuming) a Session**

If you do not have time to complete the online survey in one sitting, our survey allows you to save, return, and resume a session. To do this, you must:

1. Complete the first page of the survey. The save feature appears only at the top of the second page.
2. Click on the bar at the top of the second page.
3. Enter an email address. A unique link will be sent to this email address, from which you can access your saved responses. You will not be able to resume a session without this unique link.

A link to the survey can be found at [www.advisory.com/plc/benchmarks](http://www.advisory.com/plc/benchmarks) beginning in March 2021.

# Characteristics of Your Organization

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## Contact Information

What is the name of the institution for which you are submitting performance data?

\_\_\_\_\_

Please provide your contact information:

- Contact name: \_\_\_\_\_
- Contact title: \_\_\_\_\_
- Contact email: \_\_\_\_\_
- Contact city and state: \_\_\_\_\_

Did your organization participate in the Philanthropy Performance Benchmarking Survey in 2020?

- Yes
- No

## Organization Structure

On what date did your most recent fiscal year end (month and year)? \_\_\_\_\_

What best describes your development organization's incorporation?

- Separate 501c3
- Internal development department

Are you submitting philanthropy performance data for a health system?

- Yes
- No

*Definition:* A health system is an institution with more than one geographically separate, full-service, acute-care hospital for which development staff raises money. Choose "yes" only if you plan to submit philanthropy data on behalf of the entire health system.

**If your organization is a health system, for how many hospitals in the system does a development program raise money?** \_\_\_\_\_

**If your organization is a health system, select the structure of your system's development program:**

- Centralized
- Decentralized
- Hybrid

*Definitions:* A **centralized** health system development program is one in which all leadership, operations, and gift officers are consolidated in one office. Boards are typically consolidated into one entity, but affiliate-level volunteer groups may exist. This model is typically applied at geographically proximate systems with a strong system brand. One foundation or development office supports all affiliate institutions in the surrounding area as a collective organization.

A **decentralized** health system development program is one in which affiliate hospitals retain functional independence in their development staffing, operations, and leadership. In this model, multiple foundations or development offices often exist across the system with their own boards and brands. Affiliate leadership may report up to a system CDO, but they retain a high degree of autonomy. A decentralized model is typically applied at geographically dispersed systems. In this model, there usually are multiple affiliates with relatively strong fundraising programs.

A **hybrid** health system development program is one in which back office and other shared services (often times including the annual fund) are consolidated in either a central foundation or a large hub foundation within the system. There is typically a system CDO and several other system-level development professionals who may have limited frontline fundraising responsibilities. The majority of frontline fundraising remains decentralized at the affiliate hospital level.

**If your organization is NOT a health system, please select the option that best describes your institution:**

- Academic medical center/teaching hospital
- Children's hospital
- Community hospital
- Other specialty hospital

**If your organization is NOT a health system, is your hospital a designated safety net provider?**

- Yes
- No

**What best describes the nature of your institution's geographic market?**

- Urban
- Suburban
- Rural
- Multiple

**What is the total number of development FTEs in your organization? \_\_\_\_\_**

*Definition:* FTE stands for full-time equivalent. One FTE equals one full-time employee, but can also represent two half-time employees or similar combinations. Include all staff with development-related responsibilities (frontline, operations, etc.), whether their salary is paid by the hospital/system or development budget.

**What is the total number of major gifts FTEs in your organization? \_\_\_\_\_**

*Definition:* A major gifts FTE has responsibility for major and/or principal gifts fundraising from individuals. This could include FTEs with administration and/or management responsibilities in addition to major giving (such as CDOs who maintain a portfolio of major gift prospects). Allocate FTE status according to the proportion of major gifts work relative to an employee's total responsibilities (e.g., an employee who spends 50% of their time on administrative duties and 50% on major gifts work would count as 0.5 major gifts FTE).

**What is the total number of other frontline fundraiser FTEs in your organization? \_\_\_\_\_**

*Definition:* Other frontline fundraiser FTEs are those development professionals with direct fundraising responsibilities in areas outside major and/or principal gifts (such as those responsible for corporate giving or annual fund). Allocate FTE status according to the proportion of non-major gifts fundraising relative to an employee's total

responsibilities (e.g., an employee who spends 50% of their time on administrative duties and 50% on non-major gifts fundraising work would count as 0.5 other frontline fundraiser FTE).

**What is the total number of non-frontline FTEs in your organization?** \_\_\_\_\_

*Definition:* A non-frontline FTE is any operations or administrative staff, such as gift processors, prospect researchers, receptionists, and administrative assistants, who do not have direct fundraising responsibilities.

## **Total Endowment and Hospital/System Revenue**

**What was the total size of your institution's aggregate philanthropic endowment at the end of the most recent fiscal year (in dollars)?** \_\_\_\_\_

**What was your hospital's or health system's net patient revenue in the most recent fiscal year (in dollars)?**  
\_\_\_\_\_

*Definition:* Net patient revenue is the difference between charges (gross patient revenue) and contractual adjustments. This is the amount received for all patient care.

**What was your hospital's or health system's total revenue in the most recent fiscal year (in dollars)?**  
\_\_\_\_\_

*Definition:* Institution total revenue includes all revenue from patient care plus all other revenue available to the hospital/system, **excluding philanthropy**. This includes but is not limited to patient revenue, grants and contracts, investment returns allocated to current activities, and premium revenue, as shown on the institution's financial statement.

**What were your hospital's or health system's total expenses in the most recent fiscal year (in dollars)?**  
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*Definition:* Expenses includes but is not limited to salaries, benefits, medical fees, supplies, purchased services and other expenses, as shown on the institution's financial statement.

# Development Revenue, Expenses, and Use of Funds

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## Revenue

What were the total funds raised by your development organization in the most recent fiscal year (in dollars)? \_\_\_\_\_

*Definition:* Funds raised SHOULD include:

- Outright gifts, including:
  - Cash
  - Gifts of securities, reported at market value on date of transfer
  - Non-monetary gifts such as real and personal property, reported at appraised market value on the date of transfer
  - In-kind gifts and donated services, reported at market value
  - Event revenue, including ticket sales and sponsorships
- Grants (private, government, and public) prepared by the foundation
- New pledges at full value of pledge
- New revocable and irrevocable bequest intentions of known value with documentation
- Other deferred gifts, including the charitable portion of all trusts, annuities, pooled income funds, life insurance policies, retained life estates, and related expectancies
- Agency fundraising (e.g., United Way)

Funds raised SHOULD NOT include:

- Payments of pledges secured in previous years
- Realized bequests
- Budgetary support from the hospital or health system
- Gift shop revenue

We recognize that including revocable and irrevocable bequest intentions while excluding realized bequests does not adhere to standard industry practice. However, we believe we would undermine our understanding of fundraising performance if we did not credit fundraisers for their work in cultivating known commitments of planned gifts, revocable and irrevocable. To make our accounting for this more conservative, we include only such bequest intentions whose value is known and that have been documented to the foundation.

Because we credit fundraisers for their performance in this way, we have elected not to include realized bequests to ensure that we do not double-count bequests that are realized in future years even though they have already been credited in the current one.

**Does your organization track revocable and irrevocable bequest intentions of known value?**

- Yes
- No—if no, what was the value of realized bequests in the three most recent fiscal years?
  - FY2020 \_\_\_\_\_
  - FY2019 \_\_\_\_\_
  - FY2018 \_\_\_\_\_

**\*\*\*What were the total funds raised by your development organization in the previous two fiscal years (in dollars)?**

- FY2019 \_\_\_\_\_
- FY2018 \_\_\_\_\_

*Definition:* Funds raised defined as above. \*\*\* Organizations that submitted data for the 2020 survey will not complete this question.

**What percentage of total funds raised in the most recent fiscal year is unrestricted by the donor?** \_\_\_\_\_

*Definition:* Unrestricted funds are those that have no limitations set by the donor on how or when they can be spent.

**\*\*\*What percentage of total funds raised in the previous two fiscal year are unrestricted?** \_\_\_\_\_

- FY2019 \_\_\_\_\_
- FY2018 \_\_\_\_\_

*Definition:* Unrestricted funds defined as above. \*\*\*Organizations that submitted data for the 2020 survey will not complete this question.

**What was the total amount of funds raised for Covid-19 relief in fiscal year 2020 (in dollars)?**

\_\_\_\_\_ (optional)

*Definition:* Covid-19 relief funding include but are not limited to funding for:

- *Essential medical supplies*
- *Critical support for frontline staff*
- *Covid-19 research and education*
- *Diagnostic and testing capacity*

**What was the total amount of funds raised for population health initiatives in fiscal year 2020 (in dollars)?**

\_\_\_\_\_ (optional)

*Definition:* Population health initiatives include but are not limited to:

- *Community health*
- *Social determinants of health*
- *Behavioral health*
- *Primary care*
- *Food or housing insecurity*
- *Health disparities*

**What was the total number of gifts received in the most recent fiscal year?** \_\_\_\_\_

*Definition:* Gifts received includes new outright gifts and new pledges made. Gifts received does not include payments on pledges secured in previous years.

**\*\*\*What was the total number of gifts received in the two previous fiscal years?**

- FY2018 \_\_\_\_\_
- FY2017 \_\_\_\_\_

*Definition:* Gifts received defined as above. \*\*\*Organizations that submitted data for the 2019 survey will not complete this question.

**What were the total number of unique donors at your organization in the most recent fiscal year?** \_\_\_\_\_

*Definition:* Donors are defined as individual donors, corporations, or foundations who made new gifts in FY2020. Unique donors does not include donors who were making payments or pledges secured in previous years.

**\*\*\*What was the total number of unique donors at your organization in the two previous fiscal years?**

- FY2019 \_\_\_\_\_
- FY2018 \_\_\_\_\_

*Definition:* Donors defined as above.

**What were the total number of first-time donors at your organization in the most recent fiscal year? \_\_\_\_\_ (optional)**

*Definition:* New donors to your organizations, i.e. those who haven't previously given to your organization.

**\*\*\*What was the total number of first-time donors received in the two previous fiscal years?**

- FY2019 \_\_\_\_\_
- FY2018 \_\_\_\_\_

**Please provide the dollar amounts of the five largest gifts secured in the most recent fiscal year, with the fundraising program from which they emerged and their intended purpose. Multi-year pledges should be considered as one gift:**

Rank of largest gifts	Dollar amount of gift	Fundraising program	Intended purpose
1 (largest)		Select one of the following: <ul style="list-style-type: none"> <li>• Grant</li> <li>• Corporate gift</li> <li>• Major gift</li> <li>• Planned gift</li> <li>• Other</li> </ul>	Select one of the following: <ul style="list-style-type: none"> <li>• Unrestricted</li> <li>• Capital</li> <li>• Technology</li> <li>• Research</li> <li>• Program support</li> <li>• Workforce development</li> <li>• Other</li> </ul>
2		Select one of the following: <ul style="list-style-type: none"> <li>• Grant</li> <li>• Corporate gift</li> <li>• Major gift</li> <li>• Planned gift</li> <li>• Other</li> </ul>	Select one of the following: <ul style="list-style-type: none"> <li>• Unrestricted</li> <li>• Capital</li> <li>• Technology</li> <li>• Research</li> <li>• Program support</li> <li>• Workforce development</li> <li>• Other</li> </ul>
3		Select one of the following: <ul style="list-style-type: none"> <li>• Grant</li> <li>• Corporate gift</li> <li>• Major gift</li> <li>• Planned gift</li> <li>• Other</li> </ul>	Select one of the following: <ul style="list-style-type: none"> <li>• Unrestricted</li> <li>• Capital</li> <li>• Technology</li> <li>• Research</li> <li>• Program support</li> <li>• Workforce development</li> <li>• Other</li> </ul>
4		Select one of the following:	Select one of the following:

		<ul style="list-style-type: none"> <li>• Grant</li> <li>• Corporate gift</li> <li>• Major gift</li> <li>• Planned gift</li> <li>• Other</li> </ul>	<ul style="list-style-type: none"> <li>• Unrestricted</li> <li>• Capital</li> <li>• Technology</li> <li>• Research</li> <li>• Program support</li> <li>• Workforce development</li> <li>• Other</li> </ul>
5		<p>Select one of the following:</p> <ul style="list-style-type: none"> <li>• Grant</li> <li>• Corporate gift</li> <li>• Major gift</li> <li>• Planned gift</li> <li>• Other</li> </ul>	<p>Select one of the following:</p> <ul style="list-style-type: none"> <li>• Unrestricted</li> <li>• Capital</li> <li>• Technology</li> <li>• Research</li> <li>• Program support</li> <li>• Workforce development</li> <li>• Other</li> </ul>

## Expenses

**What were your development organization's total expenses in your most recent fiscal year (in dollars)?**

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*Definition:* Development organization expenses include all foundation or development labor and non-labor costs, regardless of whether the hospital or the foundation bears the expense. These include:

- Labor costs, including:
  - All employees that worked for the foundation or development department, regardless of whether the hospital, health system, or foundation paid their salaries
  - Costs for time spent on foundation responsibilities for employees shared between the foundation and another department (e.g., marketing)
  - Contract labor if the contractor was an individual doing work that the foundation might otherwise have hired a regular employee to do (e.g., grant writer hired on a per-project basis)
  - **Does NOT include:**
    - Contractors providing professional services that are typically secured from an outside source, such as consulting, advertising, catering, legal, or accounting services
    - Expenses related to staffing the hospital gift shop
- Non-labor costs, including:
  - All expenses related to the foundation or development department, regardless of whether the foundation, hospital, or health system paid for the expense
  - Expenses associated with contract labor for professional services that are typically secured from an outside source, such as consulting, advertising, catering, legal, or accounting services
  - **Does NOT include:**
    - Overhead allocation from the hospital or health system
    - Expenses related to occupying or maintaining office space, such as rent, utilities, mortgage/interest expense, cost of furnishings, depreciation, repairs to plant/property, custodial services, and related insurance
    - Accounting losses to the asset base
    - Expenses related to the hospital gift shop
    - Contract labor if the contractor was an individual doing work that the foundation might otherwise have hired a regular employee to do (e.g., grant writer hired on a per-project basis); such expenses should be captured in labor expenses

**\*\*\*What were your development organization's total expenses in the previous two fiscal years (in dollars)?**

- FY2019 \_\_\_\_\_
- FY2018 \_\_\_\_\_

*Definition:* Development organization expenses are as defined above. \*\*\* Organizations that submitted data for the 2020 survey will not complete this question.

## Use of Philanthropic Funds

**What amount of philanthropic funds, including both restricted and unrestricted funds, was spent on hospital programs, research, and/or capital investments in your most recent fiscal year (in dollars)? \_\_\_\_\_**

*Definition:* Use of philanthropic funds includes any means of making donor funds available for expenditure by the hospital or health system, including but not limited to such transactions as:

- Cash distribution or transfer
- Recurring transfer
- Actual cutting of a check

To avoid double-counting of philanthropic fund use, be careful not count both a cash transfer and the ultimate end use of that cash transfer.