

The Foundation for Photo/Art in Hospitals

3 Year Strategic Plan

January 2016 – December 2019

1.0 Executive Summary

The Foundation for Photo/Art in Hospitals (FPAH) is a non-profit organization that has successfully designed and replicated a unique healing-photo art program in more than 300 healthcare facilities on seven continents. It has accomplished this through the effort of many volunteers, a dedicated Board of Directors, an International Advisory Board, and the founder of the organization. Recognition of the value of FPAH has come primarily in the form of testimonials and anecdotal evidence from healthcare administrators, staff, patients and their families, and our Contributing Photographers since its creation in 2002. Our website has attracted letters from many facilities worldwide.

1.1 Objectives

- To place between 400 and 500 photos in healthcare facilities each year.
- To expand FPAH in healthcare facilities in other states and countries throughout the world, from 15 to 25 new facilities per year.
- To raise \$30,000 per year for the next three to five years from new funding resources including foundation grants, and private and corporate donations to support general operating expenses for program development and to cover printing, laminating, framing, and shipping expenses of photos.
- To develop a fundraising strategy that supports programs for healthcare facilities that have little or have no funding for art.
- To develop and expand the Contributing Photographer's Program.

1.2 Mission

The Foundation for Photo/Art in Hospitals is dedicated to creating a shift in the way people view hospitals by providing photographs of colorful, soothing images of nature and landscapes. Our aim is to humanize medical facilities and provide feelings of comfort and hope through art, a concept that is gaining recognition and influence around the world through evidence-based research in healthcare design.

1.3 Guiding Principles

- We support the researchers and practitioners who recognize the strong link between soothing hospital environments and patients' improvement in health, both mental and physical.
- We believe that the beauty of nature, color, and soothing images can help heal the soul, which in turn helps heal the body.
- We maintain that providing photos of nature and places from around the world to hospitals will bring appreciation of the earth's immense beauty and diversity.
- We value the full range of human diversity and seek to cross cultures and speak to different personalities through representational nature art.
- We regard feedback from patients, families, visitors, hospital staff and administration essential to our success and are committed to ongoing program development.
- We embrace the broad implications for the community – almost everyone enters a hospital sometime in their life, either as a patient or as a visitor, regardless of race, sex, religious affiliation, culture, and economic level.

1.4 Keys to Success

- Effective transitioning of program from founder photographer to include contributing photographers.
- Developing new ways to present photo art to increase quality of product.
- Raising enough funds in the next three years to enable the organization to support a staff, to continue its work of development, discovery, and implementation.
- Conducting our own research or participating in research projects to understand the effects of nature photography on patients.

2.0 Organization Summary

The Foundation for Photo/Art in Hospitals is a non-profit organization that fills a market need currently not being met by existing programs. White, cold, sterile walls – colorless, lifeless, and certainly not inviting - exemplify the traditional hospital setting. Patients are often under stress, in pain, afraid, and experience endless hours of loneliness. Staring at these walls is boring and depressing. However, the mood changes when there is something to look at and reflect upon. The unique mission of the Foundation is to place large, framed photographs of nature and beautiful places from around the world in hospitals to give comfort and hope to patients, their families, visitors, and hospital caregivers. Studies show that art, particularly representational nature art, has a beneficial effect on relieving a patient's stress and anxiety. The photographs are intended to provide color and an atmosphere of compassion where healing is encouraged.

2.1 Legal Entity

The Foundation for Photo/Art in Hospitals, Inc. is a non-profit publicly supported organization, incorporated in the State of Delaware in November 2002. It is recognized as a charitable organization pursuant to Section 501(c)(3) of the

Internal Revenue Code of the United States of America and is authorized to accept charitable contributions from private individuals and organizations. It receives no governmental funding. Its purpose is to donate large, framed photographs of nature and beautiful places around the world to decorate patients' rooms in hospitals.

All donations to the Foundation are fully tax-deductible in accordance with Section 501 (c) (3) of the Internal Revenue code of the United States of America to the extent permitted by law. Our tax ID number is 76-0720368.

The organization's offices are located at the following addresses:

The Foundation for Photo/Art in Hospitals
Jerome Levy, MD, Treasurer
4909 Laclede Ave., Unit 1704
St. Louis, MO 63108

The Foundation for Photo/Art in Hospitals
Elaine Poggi, President
Via Calzaiuoli 103r
50122 Florence, Italy

2.2 Organization History

Elaine Poggi, the founder of The Foundation for Photo/Art in Hospitals, is an American citizen and has resided in Florence, Italy for many years. In 2001 her 85-year-old mother was admitted to Barnes Jewish Hospital in St. Louis, Missouri, and was diagnosed with non-Hodgkin's lymphoma. She left her family in Italy to be with her mother and assisted her all day, everyday, and sometimes all night, during her almost three month stay in the hospital. After several successful treatments of chemotherapy and a few good weeks at the Rehabilitation Institute, she was almost ready to return home. However, due to an unfortunate complication, she passed away while in the hospital. Because of her lengthy stay, Elaine had the opportunity to observe and interact with the hospital staff on a daily basis in many sections in the hospital.

Along with her mother, Elaine experienced endless hours of loneliness, staring at sterile, white hospital walls. Out of desperation to bring life and color back into her mother's life during her stay, she decided to alleviate the cold and unfriendly hospital environment by decorating her room with her enlarged photographs of underwater scenes and landscapes of Florence. Immediately, her mother's room had a more comforting atmosphere. The photos had the effect of boosting her mother's morale and also quickly became a topic of conversation for the hospital staff, other patients and visitors.

Upon Elaine's return to Florence, while mourning her mother's passing, she returned to a single thought: if her photos had such a positive effect on her

mother, perhaps they could offer comfort to other patients and families, to take their minds off their illnesses if only for a few moments.

Because of this experience with her mother, Elaine's mission now is to place colorful, soothing photographs of nature and beautiful places from around the world in hospitals. Her wish is to give hope and comfort to patients and their families, visitors, and caregivers, to help soften the often-stressful hospital experience. Elaine's hope is that those who view her photos will feel the joy and love she felt while photographing the scenes for them. The request for her photos is increasing. There are so many hospitals with white walls that her mission is endless. Elaine is humbled and encouraged to continue because of the enthusiastic, positive feedback from patients and hospital staff who are already viewing her photos in hospitals.

The Foundation for Photo/Art in Hospitals, Inc. was incorporated as a non-profit organization in November 2002 to allow the photo project to expand. To present, more than 5000 photos have been placed in over 300 hospitals on seven continents. The Foundation seeks funding from corporate, public, and private donors to continue this project.

2.3 Current Status

Today, the founder is working full-time to refine and expand the Foundation, develop the Board of Directors and the International Advisory Board, and raise funds to support anticipated growth of the program over the next three years. Elaine is President of the Board of Directors, a seven-member body that oversees the organization.

3.0 Program and Products Summary

The Foundation is a program that strives to create a healing environment in hospitals through photo art. Supported and funded by corporate, public, and private donors, the unique characteristics of the Foundation's program include:

- Creating and assembling a vast collection of beautiful nature photos donated by photographer and founder of FPAH, Elaine Poggi: marine life and tropical beaches from the Red Sea, the Maldives, Zanzibar, the Seychelles, and Honduras; Dolomite mountain and Tuscan scenes from Italy; Japanese cherry blossoms; animals; beautiful landscapes and architecture from Florence, Italy and London, etc.
- Assembling a collection of nature photos donated by Contributing Photographers from all parts of the world.
- Enlarging, laminating, and framing the 50 cm by 70 cm photos and larger photos in Northern Italy or Missouri.
- Contacting and shipping the photos to healthcare facilities all over the world.
- Sharing at local, national, and international conferences, hospital grand rounds, and community organizations how the founder, Elaine Poggi, turned

her personal tragedy of the loss of her mother into a worldwide campaign to brighten hospitals and promote healing through the beauty of nature photography.

A variety of products have been developed to help market the Foundation: brochures, business cards, postcards, framed Foundation Stories, DVDs of USA and Italian TV segment, etc. It is anticipated, that as the Foundation grows, more products will be developed.

4.0 Market Analysis Summary

The FPAH is intended for healthcare facilities including hospitals, nursing homes, hospice facilities, doctor's offices, rehabilitation centers, cancer centers, correctional facilities, etc. There is a potential market in all healthcare facilities worldwide. There are a number of avenues to access the right people who have the ability, willingness, and resources to adopt the program: healthcare administrators, architects, doctors, psychologists, nurses, volunteer auxiliaries, foundation administrators, etc. These people can be accessed through conferences and conventions, seminars, professional organizations, medical journals, healthcare design magazines, and networking.

4.1 Value Propositions

Beneficiaries of the Foundation include patients, their families and visitors, doctors, nurses, hospital staff, administrators, sponsors, and Contributing Photographers. The following outlines the value of the Foundation to these groups:

Patients are the biggest beneficiaries of the Foundation. Research on healing environments shows that healing art:

- Has the power to help the patient transcend his immediate condition and surroundings.
- Helps keep the patient in a place of hope and security.
- Is reassuring, grounding, soothing.
- Decreases the hospital stay of patients and lowers the rehospitalization.
- Reduces stress and speeds healing.
- Reduces need for pain medication.
- Lowers blood pressure.

Administrators benefit financially when patients choose their hospitals because of their welcoming environments.

Doctors and nurses benefit because communication is improved with the patient. The photos can be a topic of conversation to “break the ice” in a tense situation.

Along with patients, their **family and friends** can pass the time by dreaming about the image, where it is, how it would be to be in that place, etc.

Sponsors benefit because it is a great way to give back to the communities they serve. The positive publicity for the sponsor can be substantial.

Contributing Photographers benefit because it is a way for them to share their art with a large group of people.

For all groups involved, beautiful photos of nature and places from around the world bring appreciation of the earth's immense beauty and diversity. Nature speaks to the full range of human diversity and crosses cultures.

4.2 Evaluation Methods

There are numerous ways to evaluate the success of the FPAH. The FPAH is committed to ongoing evaluation by patients, hospital staff, and hospital administration. To this end, the FPAH is collecting evaluating materials, including number of hospitals participating in the program, number of photos provided, and feedback from participating health facilities. We are developing a database of contacts in health facilities around the world, of donors and other interested people who have embraced our mission, including addresses, phones, email address, etc. We are using email as well as posted mail to communicate with our contacts on a regular basis, providing feedback to fine-tune and evaluate the program.

Questions that will help indicate if the FPAH is making a difference include:

- Have patients' hospital experiences improved as a result of the FPAH?
- How many hospitals are participating in the FPAH program?
- Is the FPAH reaching across borders and expanding globally?
- How many photos have been placed in health facilities?
- Does the demand for photos in healthcare facilities increase each year?
- What are patients, their families, visitors, and hospital staff and administration saying about the FPAH and its benefits?
- How has the hospital environment changed? Has the vision of the FPAH inspired other improvements to the hospital environment?
- What specific ways have patient/hospital relationships changed as the result of the FPAH program?

The FPAH has participated in three research projects, and is compiling regular evaluative data to submit to the Board, not only for the purpose of showing our success to potential funding agencies but also for the purpose of upgrading our program.

5.0 Strategy and Implementation Summary

Because the market for the Foundation is huge, it is unrealistic to focus on a broad strategy. Instead, we believe we must define a potential market that already shows a high readiness for launching the healing photo project while, at the same time, develop pilot programs in other areas. There is a good deal of evidence that healthcare facilities want and value our product. Many times, after a facility has received and placed our photos in one area of the hospital, they ask for more photos for other areas in the hospital. All people who have benefited from our project have commented that there is definitely a need to beautify hospitals. We believe our healing photos can answer that need.

5.1 Competitive Edge

The primary competition to our program rests in the lack of funds or ignorance to how the atmosphere can be improved by nature photography. Many hospitals maintain the status quo, either unaware of the importance of a healing environment or lack of funds necessary to make the needed changes. Some hospitals have some form of art in the entrance but have nothing in the patient rooms or waiting rooms. Some hospitals have abstract art which research shows can be unhealthy for ill people.

Our healing photos are priced competitively to other hospital art. Our philosophy is to keep the expenses of each photo to a minimum so that more photos can be placed. More is better in our case.

5.2 Marketing Strategy

The focused target markets for our program are cancer centers. The Foundation was established because of the founder's experience in the hospital with her mother who had cancer. Sharing the "Foundation Story" is a way to reach our target markets.

Other target markets for our programs are facilities that serve low-income, uninsured, or underinsured patients, psychiatric centers, and facilities in third world countries.

Through 2019, we will focus our marketing efforts in Italy and the USA where the Foundation is currently involved in projects and continue to expand globally.

Pricing - We have priced our healing photos to be "affordable" by many hospitals, especially in the USA. These hospitals can generally raise funds, or rely on their volunteer auxiliaries, foundations, or community organizations. However, we must rely on outside funding for Italian healthcare facilities. An average center can use from 25 to 50 photos.

Promotion - The Foundation will use numerous methods to promote its product. They may include:

- **Website:** Our website has a thorough amount of information about our program. Hospitals may choose their photos from the online gallery.
- **Facebook, LinkedIn, YouTube, Twitter, Google+, Pinterest, and Instagram.**
- **Special Events:** The Foundation will be promoted at various oncology and other medical conventions and conferences, seminars, art exhibitions, art fairs, community presentations, lectures, and fundraising events.
- **Online Newsletters:** We will send out email newsletters to all hospitals clients as well as to those who have inquired about our program.
- **Gift Promotions:** We will continue to send sample photos to potential clients and to expand to more countries around the world
- **International Advisory Board:** We will utilize our members to have our brochures available at their presentations throughout the world.
- **Public Relations:** The Foundation will issue press releases highlighting the successes of the program and seek out publishing opportunities and media events (radio, television, magazines, newspapers, etc.)
- **Channel Partnering:** There are organizations that promote and support similar goals and mission as our Foundation. Identifying these organizations and establishing relationships and joint marketing opportunities will help create low cost market awareness.

5.3 Fundraising Strategy

FPAH will successfully compete for funding if it demonstrates a well-conceived and realistic approach supported by its mission, research, current projects and on-going collaboration with healthcare facilities in many countries. For fundraising purposes the focus must be on the way in which the FPAH meets important needs in hospitals. There appears to be a genuine movement in the world, especially in the USA and Europe, focused on new research exploring the relationship between a healing environment and patients' comfort and healing. This should be a cornerstone reason for the importance of FPAH. Communication materials and talks should focus on the specific needs that FPAH meets, rather than the needs of the organization.

Fundraising goals for the next three years are approximately \$30,000 per year in contributed income. Projected sources for these goals are:

- Foundations
- Corporations
- Community Groups
- Individual Donors

Our objectives are to place 500 photos in 10 to 20 hospitals per year, expanding to two more countries per year (10 hospitals with 50 photos each or 20 hospitals with 25 photos each).

Foundations - The FPAH's focus is one that connects to a number of issues that are highly visible and of broad societal concern, making it a good candidate for foundation support in particular. Once foundations are identified and researched to determine whether they are good matches for the FPAH, for example those involved in health and the arts, we will make initial contact either by telephone with a program officer, or through an introductory letter of inquiry. Possible contacts are hospital foundations and auxiliaries, and cancer leagues (Lega contro tumori).

Corporations - A number of corporations have giving programs that seek grant recipients that support the markets served by the corporation. Good matches for the FPAH are pharmaceutical companies, health insurance companies, architecture firms, banks, etc.

Community groups - Rotary, Lions, and churches are good targets for funding in that many have programs to serve their community. Creating healing environments in hospitals serves their community and at the same time can give recognition and a good image to the group.

Individual donors - The work of the FPAH will appeal to different individual donor constituencies, such as patients, family members, hospital administrators, doctors, and staff who all benefit directly from the program. Some individuals might like to honor a loved one through a donation to the Foundation.

To implement a resource development program the Foundation will require an adequate **database program** for capturing and retaining key information about prospects and donors. It is also useful to prepare materials that can be used in press kits and basic donor information packets. The following are the primary materials for inclusion:

- Brochure
- FPAH fact sheet
- Letters of endorsement
- Recent news articles
- Brief bio on founder
- Board list with affiliations
- Donor list
- Copy of the 501 (c) 3 letter from the IRS
- Operating budget
- DVD with TV segments

Fundraising activities – There is an array of fundraising activities that the Foundation can pursue, such as proposals, special events, matching gift programs, mail solicitations, major donors, etc.

- Proposal or grant writing will seek funding from foundations. A research committee will be formed to seek out Illinois, Missouri, national and international health and art foundations.
- Corporate prospects will be contacted and explored.
- Through special events we can raise awareness as well as funds. Examples include house parties, photo exhibitions at museums and art fairs as well as medical conventions, lectures at medical schools, and events using keynote speakers who can draw interest and provide an overall sense of the mission and character of the FPAH.
- Many businesses and corporations offer matching programs for employee contributions to non-profits.
- An annual mail solicitation can be in the form of a simple letter, brochure, or accompanying a newsletter.
- Donor prospects can be solicited on an individual basis through letter or face-to-face meeting.

Board development – The Board of a non-profit organization plays a critical role in resource development. All organizations seek people with influence and affluence and the recruitment process is the key to building the kind of board that can make the difference in an organization's fundraising capacity, as well as enhancing its position in the community. We will develop our Board through a systematic process of assessing current strengths and identifying what is needed to round out the board's capacity to further the mission of the organization. We will focus on the following criteria in the recruitment process:

- Corporate and foundation representatives
- Community leadership, visibility and credibility
- Professional standing in the medical field
- Fundraising expertise
- Ability and willingness to solicit others
- Access to promotional media
- Past experience on other boards
- Professional skills needed by FPAH
- Financial capacity and propensity to support FPAH

Founder utilization – The founder is in a unique position to raise funds and to promote the FPAH by telling the story of her motivation and creation of this non-profit effort to meet an important community need.

6.0 Online Marketing Summary

The Foundation for Photo/Art in Hospitals website (www.HealingPhotoArt.org) is a virtual business card, brochure, and portfolio for our organization. It is a resource for all health care facilities, and includes links to the research on healing environments and the ability to make selections of photos online.

Other social media is becoming relevant to our mission – Facebook, LinkedIn, Twitter, Google+, Pinterest, YouTube, and Instagram.

6.1 Website Marketing Strategy

Our website marketing strategy consists of the following:

- Include our website on all printed information about our program.
- Use our website to “sell” our program by providing testimonials, news releases, FAQ’s, and how to order photos.
- Utilize a “News and Events” section that tells about new hospital clients, art exhibitions, upcoming conventions, etc.
- Link our website to the top healthcare sites on the Internet.
- Ask all of our hospital clients to link our site to theirs and provide press releases.
- Provide a link where interested people can subscribe to our mailing list to receive newsletters.
- Maintain our Word Press website, using search engine optimization, updating our blog and social media regularly.
- Add music, a map of hospitals around the world, which have received photos.
- Continue to create campaigns using the Google ads grant of \$10,000 per month of free advertising.

7.0 Management Summary

Founder Elaine Poggi will fill the key position in the FPAH. Her resume is available upon request. Elaine, in her role as Board President, will develop a strong board and advisory council who together will lead FPAH into the future. As the visionary leader, Elaine will continue to oversee the creation and expansion of the photo collection, writing of marketing materials, and the development of outreach programs. As the organizational leader, she will develop the infrastructure to support the expansion of FPAH, will supervise staff and volunteers, and manage the finances of the organization.

A board of directors and officers are currently in place. Additional board members may be recruited. The International Advisory Board may be expanded in the next three years.

The current job description of the president follows. These responsibilities will need to be shared with other members of the Board of Directors and staff in the next three years:

- Procurement of strategic partnerships/endorsements from other organizations.
- Program development – newsletters, publicity (brochures, business cards, etc.), research (keep current on healing environment research).
- Oversee marketing and public relations development.

- Update website and work with Webmaster to refine database and technical components of site.
- Research funding opportunities and grant writing.
- Oversee budget development.
- Working, communicating and meeting with future hospital clients.
- Maintaining foundation contact list with follow up notes.
- Event organizer.
- Preparation of materials – photos, frames, etc.
- Making presentations to hospitals, organizations, medical conferences and meetings to promote program.
- Coordinating Contributing Photographers and the photo collections.

8.0 Financial Plan

2016				
	2016			
	Qtr 1	Qtr 2	Qtr 3	Qtr 4
INCOME				
Foundation Donations	2.000	2.000	2.000	2.000
Corporation Donations	1.000	1.000	1.000	1.000
Community Groups	1.000	1.000	1.000	1.000
Individuals Donors	3.000	3.000	3.000	3.000
Other Donations	1.000	1.000	1.000	1.000
Total Income	8.000	8.000	8.000	8.000
EXPENSES				
Professional Accounting Fees	175	300	0	0
Professional Attorney Fees	0	50	0	0
Professional Consulting Fees	0	0	500	0
Professional Grant Writing Fees	0	0	0	0
Advertising				
<i>Website Maintenance and Marketing</i>	3.650	3.250	4.250	3.750
<i>Brochures</i>	0	500	0	500
<i>Special Promotions/Events</i>	300	300	300	300
<i>Promotional Gifts</i>	300	300	300	300
Bank Charges	0	50	0	0
Dues & Fees	25	100	100	0
Frames	2.000	1.000	1.000	1.000
Office Supplies	0	50	0	50

Photo Development	1.000	1.000	1.000	1.000
Postage & Delivery	50	100	50	100
Shipping	500	500	500	1.000
Travel	0	500	0	0
Total Expenses	8.000	8.000	8.000	8.000
Total Profit Projected for 2016	\$0			