

Marilyn A. Denholm

123 Augusta Avenue
Pinehurst, Ontario A2B 3C3
416 444 5555 – massey@email.com

Executive Director – Healthcare

Dynamic and highly regarded Executive Director with 20+ years experience in not-for-profit healthcare. Innovative and divergent thinker with a track record for revitalizing organizations and implementing cutting-edge strategies to improve operations, visibility, fundraising, and long-term sustainability. Marketing and business savvy.

Exceptional speaker and relationship builder with the ability to create excitement around cause and represent the organization to all local and national media as a passionate and articulate spokesperson. Reputation for enlisting and leading executive and professional-level volunteers to donate expertise and create cutting-edge concepts.

Areas of Expertise

- Strategic Planning & Vision
- Campaign Management
- Donor Development & Stewardship
- Financial Oversight / Cost Control
- Board Governance
- Media Relations
- Advocacy
- Sustainability Strategies
- Innovative Fundraising Strategies
- Marketing Strategies
- Partnership Building
- Staff & Volunteer Management

Performance Milestones

Strategic Leadership

- Successfully turned around a national healthcare organization in the face of critical operational challenges – transformed the organization both strategically and administratively, revitalized core program and delivery details, and turned a struggling organization into a pioneering multi-service organization
- Developed both the strategic visions and business plans that turned fledgling organizations and development programs into dynamic, market-focused, and cost-effective enterprises.

Fundraising & Development

- Doubled fundraising and sponsorship revenues for the AD Society of Augusta in less than 3 years
- Recently secured a \$250,000 grant from the Ontario Trillium Foundation
- Doubled funding to \$1.5 million for the Augusta Centre for Security
- Established two hospital foundations from scratch, conceived and introduced all fundraising initiatives, built governance and board structures, and quickly generated 6-figure fundraising revenues

Education and Advocacy

- Directed the creation of two education websites for the AD Society of Augusta that won Gold and Silver Awards against international healthcare education sites - www.ADKids.ca and www.ad.ca
- Key spokesperson for national, provincial, and community healthcare organizations – built strong media relationships and successfully represented the organization in live radio and television broadcasts
- Outspoken advocate on behalf of Canadians with AD on Health Canada's National AD Control Task Force and the Ontario Ministry of Health & Long-Term Care AD Advisory Committee

Professional Experience

AD SOCIETY OF AUGUSTA, Augusta, Ontario

Executive Director 1999 – 2003
Brought in to revitalize a failing national organization and lead it through a complete strategic and operational restructuring. Challenged to rebuild the entire core operation, invigorate program offerings, rebuild reputation and exposure, increase funding, and bring energy back to the society, its staff, and volunteers.

Quickly developed a bold business plan to transform the organization into a more market-focused, business-minded enterprise that would enable the Society to grow in its ability to serve the Canadian AD community. Rebuilt the organization administratively, introduced new and innovative service delivery approaches, spearheaded new funding solutions and partnerships, and launched aggressive new marketing initiatives.

- Increased fundraising and sponsorship revenue from \$600,000 to \$1.2 million in less than 3 years.
- Introduced the Canadian AD Plan, an innovative delivery network designed to consolidate international and community resources and facilitate improvements in service and delivery
- Secured a \$250,000 grant from the Ontario Trillium Foundation to drive the development of program assessment tools and outcome measurement.
- Established collaborative relationships with other AD health bodies and professional associations across Canada, including the Canadian Network for AD Care and Health Canada.
- Drove the research, funding, planning, and development of the society's National AD Education Program Initiative, including the creation of two award-winning patient education websites – competing against the best health sites internationally for the World Wide Web Health Awards, www.ADKids.ca and www.ad.ca won the Gold and Silver Awards respectively for Patient Education.
- Established long-term, ethically-guided funding partnerships with leaders in the pharmaceutical industry.
- Assumed role as key spokesperson for the Society – generated increased media exposure locally and nationally, represented the society in all print media, and appeared regularly on live radio and television programs.

BIG SISTERS OF AUGUSTA, Augusta, Ontario

Director of Development 1994 – 1999
In the wake of the removal of all program funding, revitalized struggling development efforts and generated new fundraising and sponsorship initiatives.

- Planned and implemented innovative new fundraising strategies that increased private sector development revenues by 150%.
- Conceived and introduced the highly successful Big Sisters Race that netted over \$100,000 in its first year and has grown every year as a part of the Augusta Children's Festival held every July.
- Targeted and secured key partnerships with fundraising volunteers in the investment sector.

AUGUSTA CENTRE FOR SECURITY, Pinehurst, Ontario

Director of Development 1990 – 1994
Directed the development efforts for a national "think tank" that raised funds, built awareness, and influenced government policy making around issues of global and national security, including WMD non-proliferation, arctic and environmental security, security policy development in South Africa, and Military-Industrial Conversion in the former Soviet Union.

- Led a team of high-profile volunteers from the national and international business, diplomatic, and security communities
- Doubled funds raised to \$1.5 million, including over \$500,000 through foundation funding – researched and approached foundations and worked with renowned researchers to develop successful RFP's.

LYNDSEY HOSPITAL, Rosemount, Ontario

Director of Development 1988 – 1989
 Established the hospital's foundation from scratch and led all development initiatives to raise funds for clinical research into spinal cord injury and rehabilitation. Staffed the foundation's first Board of Directors and built its strategic and operational infrastructure, including all policies, databases, fundraising programs, and marketing strategies.

- In one year, brought fundraising revenue from \$0 to over \$300,000, and created the highly successful "Lindsey Run" awareness campaign focusing on youth and spinal cord injuries.

BANFF GENERAL HOSPITAL, Banff, Alberta

Director of Development 1986 – 1988
 Established the hospital's first foundation and fundraising program. Created all policies, established a donor database and patient donor program, hired staff and volunteers, spearheaded fundraising events and campaigns, and introduced initiatives for service club and local business involvement.

- Brought funds raised from \$0 to \$250,000+ in under 2 years, and successfully established relationships with the hospital trustees and doctors to encourage both corporate and individual giving.

AMOPHILA SOCIETY OF ONTARIO, Toronto, Ontario

Program Director 1982 – 1986
 Managed a community office for the ASO and coordinated the development of education and support programs to amophiliacs and their families. Led a team of 6 hospitals in the successful application for funding from the Ontario Ministry of Health to support the emerging health epidemic within the community.

Previous roles include program development and management positions with the YWCA of Greater Augusta and Community Centre.

Professional & Volunteer Contributions

CANADIAN CENTRE FOR AD CARE

Director	1999 – 2003
Chair, Strategic Planning Sub-Committee on Needs Assessment	2002 – 2003
Member, Communications Committee	1999 – 2002

NATIONAL ASSOCIATION FOR HOSPITAL DEVELOPMENT (now AHP)

Co-Chair, Sponsorship committee, International Conference	1982
Chair, Communications	1986
Received Certified Standing	1987

Education & Executive Development

APPLIED SCIENCE (HONOURS) – University of Augusta

Ongoing executive and non-profit development includes:

Business Management (Ongoing)	Scenario Planning for Managers and Executives
Marketing for Not-for-Profit Organizations	Professional Media Training
Priority Management	International fundraising and healthcare conferences