CANCER PEDIA

PHILANTHROPY

Contributors: Meena Merali, Sherri Freedman, Amanda Chudak, Mary Gospodarowicz

UHN Princess Margaret Cancer Centre

PHILANTHROPY

A. INTRODUCTION

Philanthropy has long provided vital support to cancer centres. Charitable donations have the ability to make a transformational impact on the future of cancer care.[1] Although philanthropy has been present for centuries, it has been particularly noted recently around the world, with a rise of wealth in Brazil, Russia, India, China and other countries.[2] As pressure on government and industry funding continues to rise, philanthropic donations will become increasingly important in addressing the global cancer burden.

B. OVERVIEW

Philanthropy is the desire to promote the welfare of others through the donation of money – and possibly time – to causes and organizations that people care about. Philanthropy is given with the intention of improving outcomes and without the expectation of reciprocal financial benefit.

Philanthropic organizations focused on cancer come in many forms, including societies, leagues and foundations. They may support national cancer services, hospitals, cancer centres, research or specific types of cancer. Some are focused on screening and prevention, others on treatment and survivorship. In all cases, beneficiaries may use charitable donations to enable changes that have a significant impact on cancer care. This impact is communicated back to the donors, to maintain a meaningfully-engaged donor community and, ideally, to inspire donors to renew and increase their support.

Philanthropy funds many facets of cancer care around the world, including basic research, translational research and clinical care. Frequently, it simply augments government funding. Donor support may fund facilities and infrastructure, including buildings and real estate development. Using donor funding for the recruitment of key individuals can help bolster the success of a cancer centre and move the centre forward to achieve its goals. Funds may be used to enhance patient care through investment in new technologies, equipment and innovations. In many cases, it may reduce the gap in bringing research innovations from the bench to the bedside. In addition, funds may support the education of patients, families and health professionals. Finally, philanthropic donations can fill gaps in government funding for developing programs, such as cancer survivorship, rehabilitation and supportive care.

Philanthropic funds may also be channeled to causes that are deemed too risky for government investment, including projects that are classified as too novel or high risk, but which may be high impact. Donations can occupy this niche and enable investigation into areas that would not have otherwise received concerted attention. Funding these types of initiatives enables innovation, experimentation and risk-taking that has the potential for transformative impact.[3]

To ensure that donor funding is optimized, organizations must diversify their fundraising strategies and employ the best, most appropriate approaches for reaching new donors and establishing a meaningfully-engaged donor pipeline. This will ensure the sustainability of philanthropic funding well into the future.

1. PURPOSE

Philanthropy is a foundational component of civil society. As a complement to government and industry funding, it provides an opportunity for clinicians, researchers, business people and the community to work together towards a common goal. By bringing philanthropists into contact with scientists and clinicians, philanthropic organizations create an environment of cross-disciplinary dialogue that is mutually beneficial. In this way, philanthropic organizations have the potential to play a unique role in the allocation of future funding in cancer care.[4] Donations can often alter the trajectory of cancer research, and advances in cancer care can motivate new donors to become involved in supporting cancer causes.

Philanthropic organizations work to raise public awareness about the causes they support. By combining public education with efforts to raise funds, philanthropic organizations provide a platform for advocacy and allow communities to influence public policy and funding allocation.[5] For example, philanthropic organizations can call attention to diseases and conditions that may otherwise be overlooked, like neglected or rare forms of malignancy. Some diseases are so rare that there is very little incentive for private investors and public figures to invest in finding a cure. Raising public awareness about these issues can facilitate

CANCER PEDIA

advocacy, which may influence government investment in research and lead to long-term structural and social change. It can also provide a platform for pooling resources with other organizations and encourage collective efforts towards a specific cause.

C. BEST PRACTICES

The following section outlines some of the best practices for organizations engaging in philanthropy. For simplicity, the section describes a philanthropic organization as a foundation in support of a cancer centre, although this may not always be the case.

2. EFFECTIVE FUNDRAISING TECHNIQUES

Ethical Principles

Foundations should endeavour to be transparent and professional in all aspects of their business practices, especially in regions that are fraught with corruption and inefficiencies. Operating a foundation like a business enables potential donors to view the organization as trusted stewards of their money, especially if the foundation can show how funding was disbursed and demonstrate the impact of the funds.

All fundraising activity should follow an ethical framework based on a set of fundamental principles that cross cultural and geographic regions. The Association of Fundraising Professionals has suggested a set of five universal principles that should be applicable in all fundraising activity, including honesty, respect, integrity, empathy and transparency.[6] Many organizations have a **code of ethics**, or standards of practice around fundraising that are grounded in these fundamental principles. If one does not exist, then the fundamental principles can help provide guidance, especially in newly-developed fundraising environments.

In addition to a code of ethics, a **donor bill of rights** can provide an outline of what donors are entitled to when contributing to an organization. This may include the right to be informed of how the organization intends to use donations, access to the organization's financial statements and assurance that donations will be used for the purposes that were agreed upon. The Association of Fundraising Professionals has a *Donor Bill of Rights* that an organization may use as a resource to develop its own donor bill of rights.[7]

Case for Support

A case for support is a key document that a foundation can compile as a basis for donor outreach. It should outline the organization's mission, its organizational priorities, and describe in detail key initiatives that require funding along with the potential impact that funding would have on the cause.

Types of Gifts

Fundraising revenue maybe secured in a variety of ways. Organizations may choose to focus their attention on specific fundraising programs and bolster their structures and support systems accordingly, or they may choose to have a diversified fundraising portfolio that includes a number of approaches. Examples of various programs and their general definitions are below.[8]

- *Annual giving*: Programs that attract gifts every year through mass appeal and with minimal customization.
- *Major gifts*: Programs that attract significant gifts from individuals and groups. These gifts typically have room for customization and require thoughtful donor engagement and ongoing stewardship. They may or may not recur each year.
- *Corporate giving*: Programs that target gifts from corporations and businesses; these may also be annual or major gifts.
- *Special events*: Programs that attract gifts in response to an event sponsored by the organization or by individuals who choose to support the organization.
- *Planned giving*: Programs that generate gifts or commitments from individuals as part of an estate or financial plan.
- *Estate gift*: A gift from an estate after the passing of the donor, usually described in the donor's will as a bequest.

- *Memorial or tribute gift*: A gift in honor of an individual.
- *Endowment fund*: A permanent, self-sustaining source of funding, where the gift is invested directly and a portion of the income generated from the investment is used to support the fund's purpose.

Strategies

A foundation should develop an overall fundraising strategy that takes into account various methods of fundraising and revenue channels. As part of developing a strategy, organizations must understand what they are fundraising for, who the internal and external champions are, and what impact they hope to achieve through the gifts they receive.

It is important to build sustainable models that are in harmony with the existing environment. A factor for consideration includes the wealth distribution of potential donors. For example, in an environment where wealth is held by many, a foundation may reinforce a strong focus on major gifts to help secure significant donations from individuals and corporations.   In an environment where wealth is held by only a few, a foundation may choose to focus on events or partnerships that capture a small amount of money from a large number of people. In these environments, a foundation may also attempt to secure major gifts from the few people who have significant capacity, as the approaches are not mutually exclusive.

When developing events, it may be helpful to pick an activity that is particularly enjoyed regionally and leverage peer-to-peer fundraising. Peer-to-peer fundraising occurs when an organization asks its supporters to fundraise on its behalf. Supporters can leverage their own networks and connections to help raise money for a cause they are passionate about, through an activity that the community enjoys participating in. Preferred activities will vary from region to region, but may include cycling, running, football, cricket, swimming or yoga. Community engagement through grassroots fundraising results in increased awareness and involvement for a cause, and ultimately helps broaden the organization's donor base.

Many foundations create partnerships with companies and businesses to raise money. These collaborations can be beneficial in many ways and provide value to all parties involved, as described in *Uncommon Partners: The Power of Foundation and the Corporate Collaboration*.[8] As much as possible, foundations should partner with companies that have shared values, similar to their own. In some regions, options for corporate partnership may be limited. In these cases, foundations should use good business judgement, keeping in mind their obligation to raise money in the most moral way possible.

Establishing a Donor Pipeline

A donor pipeline is the primary source of annual gifts and major contributions. Establishing a donor pipeline requires understanding donor motivations, identifying prospective donors (sometimes referred to as "prospects"), cultivating relationships and ensuring that donors feel that what they are contributing to is deeply meaningful.   Above all, there should be complete authenticity in all interactions with donors and the community.

Understanding why people give is crucial to creating meaningful engagement. Many people donate initially and continue to give because they believe they are partnering with an organization, rather than simply giving to an organization. Often, donors have a personal story stemming from a positive or negative, life-changing experience that connects them to a philanthropic opportunity. They may seek to make meaning out of that experience, and donate to help make a difference in the lives of others. Making a donation may also be part of an individual's healing journey. In order to create meaningful philanthropic relationships, it is essential that the donor's past experience and motivation be fully understood.
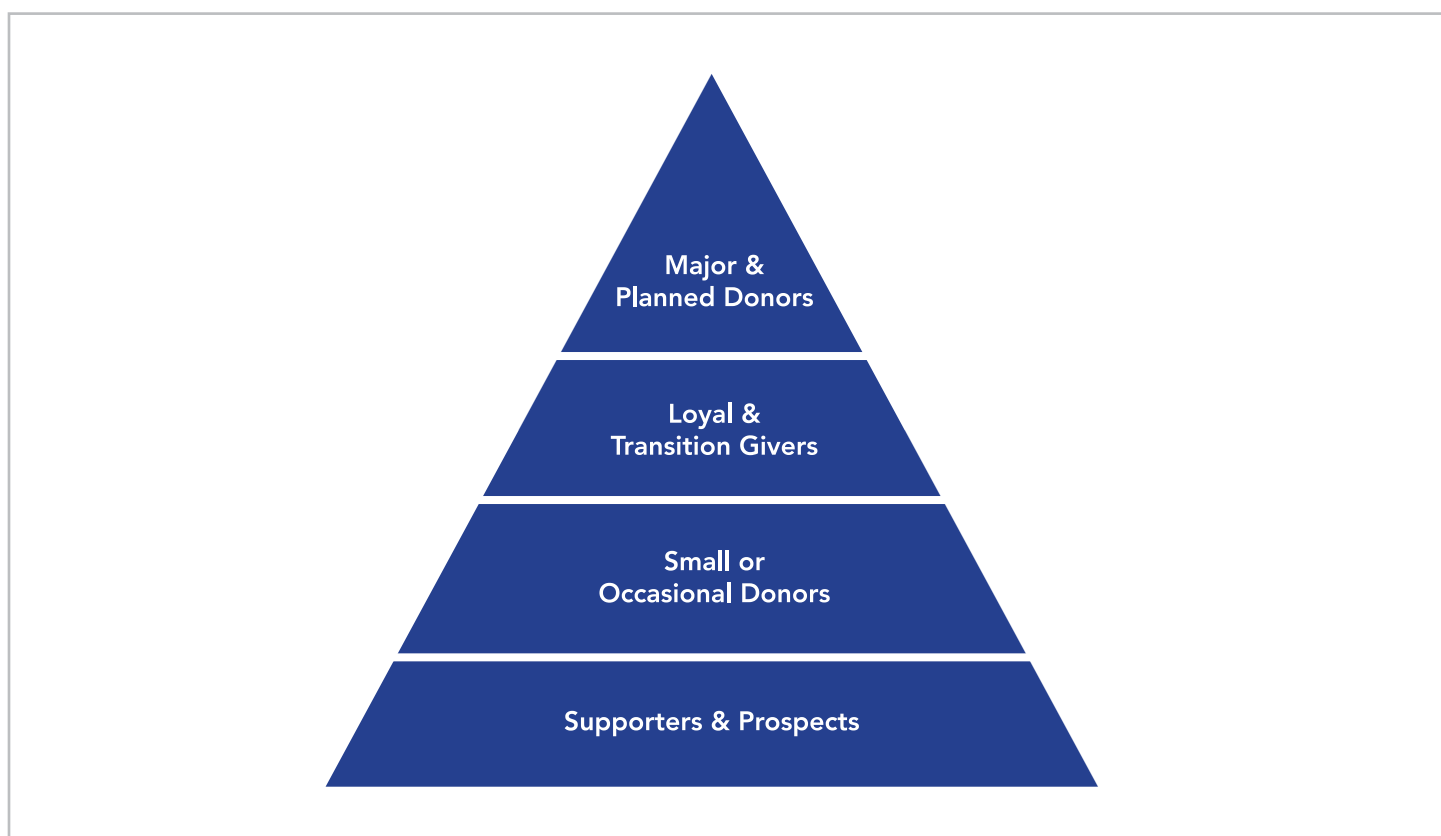
In many cases, donations may come from patients who have received life-altering or life-saving interventions, or those who have received good-quality care and want to give back to an organization. The conduit between the potential donor and the foundation in this case is usually the front line staff member with whom the patient interacts. For a variety of reasons – both ethical and practical – it is important that clinicians and staff members are trained to effectively refer potential donors to the foundation's professional staff, rather than engaging in detailed discussions about philanthropy themselves.[9,10]

Once a grateful patient has become a prospect, there are many best practices that can help strengthen a foundation's donor pipeline. For example, donor pipelines should have an appropriate communications plan and data management plan, and undertake wealth screening, if appropriate. Once a gift is confirmed, the foundation should provide appropriate donor stewardship and recognition. More information can be found in *Best Practices that Build a Healthy Donor Pipeline*.[10]

The Fundraising Pyramid

The fundraising pyramid, as illustrated in Figure 1, is a visual tool that can be used in any setting to help organizations achieve their fundraising goals. Bringing in new donors requires considerable time and effort, so retaining these donors is absolutely critical to ensuring that more significant gifts can be generated over time. The fundraising pyramid allows organizations to structure their campaigns to target a range of donor types.[11] Different approaches may be used in different parts of the pyramid to reach fundraising goals and objectives. Many organizations focus on the progression of donors from the bottom of the pyramid to the top. Ideally, organizations should endeavor to have contributions in all layers of the pyramid to ensure an ongoing stream of revenue.

Figure 1: The Fundraising Pyramid[11]

Major &
Planned Donors

Loyal &
Transition Givers

Small or
Occasional Donors

Supporters & Prospects

Donor Recognition

There are various categories of donor recognition, which correlate to a level, type or frequency of donation. Organizations should decide how their donor recognition is structured based on the types of opportunities that are available for recognition. Some examples of donor recognition are:

• Physical donor recognition (e.g., names listed on a donor wall)
• Online recognition
• Banners
• Naming on buildings or physical spaces (e.g., hospital wing)
• Recognition in newsletters and annual reports
• Celebration events, media releases, thank you advertisements, etc.

Donor Stewardship and Communication

Organizations can have a wide variety of communication channels with donors and volunteers. The level of interaction and type of communication with each donor may vary depending on the type of gift received and donor preferences. Some examples include:

- Periodic emails with updates on progress
- Periodic newsletters with updates on progress and donor recognition
- Town halls
- Face to face meetings
- Phone calls
- Detailed written reports
- Online interaction through social media or giving platforms
- Large donor recognition events or celebrations

Ongoing communication and stewardship of the donor relationship keeps donors engaged and informed of the impact of their contribution. It also enables an open channel for further giving, if desired.

Policies and Procedures

Policies, guidelines, processes and procedures should be developed and documented to reflect the various activities that occur within a foundation. This documentation provides a level of transparency, which demonstrates that ethical fundraising practices are being adhered to. Policies and procedures also improve staff efficiency and effectiveness. These documents should be evaluated periodically to ensure that they remain up-to-date and accurate. Examples of various policies and procedures that may be helpful to a foundation can be found through the Association of Fundraising Professionals.[12]

3. FUND MANAGEMENT AND ALLOCATION

When donor funds come into a foundation, there should be mechanisms in place to track where the funding goes. This is important for the purposes of transparency, accountability and stewardship. A data management solution may be used to track the movement of funds, including inflows, outflows, transfers and other related activity. It is helpful to have business plans with specific metrics in place to keep funded programs and projects on track, and to ensure that funds are being used for the intended purpose.

Funds may be designated (restricted) to a specific program or project, or undesignated (unrestricted) for general use. Undesignated funding is very valuable because it can be used for a broader set of priorities and is not restricted to a specific program or project; for example, it can be used to support programs that may not have enough funding, areas that cross various programs and departments, or the administrative costs of the foundation itself.

In order to ensure that funds have maximum impact, it is critical for the allocation and granting of undesignated funds to align with the strategic priorities of the cancer centre. There should be a systematic and transparent process in place to allocate, disburse, monitor and track funding. The allocation and granting process is a significant responsibility and should be overseen by a committee, consisting of leadership representatives from the cancer centre, the foundation and potentially the board of directors.[4]

4. STEWARDSHIP, ACCOUNTABILITY AND IMPACT

In an environment where funding is a limited resource, stewardship is necessary to optimize funding while planning responsibly and wisely for the future. Organizations should continuously seek value for money and ensure that funds are used to create maximum impact for the institution. There are a variety of mechanisms that can be put in place to ensure that funds are being used optimally. One such mechanism is periodic reporting, where individuals are held accountable and asked to report on the impact of the funds under their stewardship. By capturing and reporting impact, organizations can tell powerful stories that will, hopefully, incite passionate support from members of the community.

CANCER PEDIA

5. GOVERNANCE AND OVERSIGHT

Boards of directors play an integral role in ensuring accountability and transparency in not-for-profit organizations. In regions of the world that are experiencing accelerated expansion of their non-profit sectors, it is even more important to ensure that boards are voluntary and independent, and that their activities can be seen transparently.[13] This manner of governance helps dispel myths around corruption or unethical practices.

Picking the right directors is imperative for the effective oversight of a foundation. Ideally, the composition of the board should have cross-disciplinary representation and diversity in skills, experience and gender. A foundation board benchmarking study by the Center for Effective Philanthropy describes a number of factors to consider when deciding board structure.[14]
In all cases, the individuals who are chosen must be willing to commit to the time and the responsibilities required. Individuals who have a specific set of expertise, but no time to commit to the board may not be able to fulfill board expectations. Some board members may be classified as non-voting members to mitigate conflicts of interest.

Boards are involved in the development of the foundation's strategy, approval of grants, financial investments and oversight, assessments of performance, fundraising and the development of programmatic goals. Committees, advisory groups or task forces can also be used to leverage the expertise of board members and enhance board productivity. See the *Cancerpedia: Governance and Management* chapter for more information.

6. PHILANTHROPIC STRUCTURE

Some healthcare organizations choose to have a philanthropic department or arm, and others establish a separate foundation to lead their fundraising efforts. Organizations should weigh the benefits and risks of each option when deciding what structure to adopt. Creating an independent foundation has many benefits. An independent foundation enables a clear focus on fundraising, independent of core centre operations. This puts the main emphasis on maximizing philanthropy and maintaining an active donor pipeline, which ultimately improves results. A clear focus on fundraising enables a cohesive marketing and branding strategy, which strengthens brand recognition and community engagement.

From a financial perspective, separating cancer centre finances from fundraising can help ensure that funding streams are kept independent. Any significant inflows through a foundation initiative would be considered separate and independent from the cancer centre, which gives a clearer picture of the financials of each organization. Keeping philanthropic assets independent of cancer centre assets can also minimize implications for securing government funding or grants. In addition, this approach limits liability and protects funds in the event of any hospital-related litigation. In terms of borrowing, a separate pool of funds can be used as collateral for loans if necessary. Finally, keeping funding separate ensures that endowment funds can be invested through a foundation rather than commingling with the assets at the cancer centre.[3]

7. RELATIONSHIP BETWEEN CANCER CENTRE AND FOUNDATION

A cancer centre and its foundation are inherently linked, as they work together towards a shared purpose. Both parties should have a shared vision and direction for philanthropy that meets the needs of the organization, its donors and, ultimately, patients. A strong rapport between the cancer centre and its foundation can be established by clarifying expectations, nurturing relationships and ensuring an environment of trust and open communication. A key facet of this relationship is a shared leadership model between leaders of the cancer centre, the foundation and the foundation board of directors. Continued stewardship of the relationship enables the mutual trust, culture and respect needed for better philanthropic outcomes.[15]

Foundations often function at arm's-length for financial, ethical and legal reasons, and generally need organizational flexibility and independence to work effectively; however, the foundation and the cancer centre must coexist in a symbiotic way. Each entity should be committed to the success of the other. The foundation should have a commitment to the cancer centre, to raise and grant funds that support the cancer centre's mission, and the cancer centre must do what it can to support a culture of philanthropy in order to ensure the success of the foundation.

8. HUMAN RESOURCES

Human resources should optimize the activity of a foundation. Some common elements of a foundation human resources structure are listed below.

- *Governance and management*: May include a board of directors, President/Chief Executive Officer or other levels of management.
- *Major gifts*: May include resources with specialized expertise in cultivating, securing and stewarding major gifts and estate gifts, prospect research, proposal writing and donor recognition.

- *Annual giving*: May include resources with specialized expertise in direct marketing.
- Events: May include resources with specialized expertise in organizing events, corporate sponsorship and outreach.
- *Support services*: May include information technology, operations, human resources, legal affairs, finance, communications and administrative support.
- *Other*: May include resources in commercialization, grants, corporate partnerships, gift shops, stewardship and impact.
- *Volunteers*: May include individuals that augment the staff complement and act as champions to support the foundation. Volunteers are not paid staff, but can be critical to fundraising success. Board members may act as fundraising volunteers as part of their role.

9. LEGAL AND REGULATORY FRAMEWORK

Organizations that engage in fundraising must navigate the various legal and regulatory requirements applicable in their specific jurisdiction. It is recommended that organizations that are starting up a philanthropy arm or separate foundation work with a team of legal, development and investment advisory experts that can help navigate the applicable requirements in each of the following areas.

Charity Registration

Philanthropic organizations should be transparent and conduct fundraising activities within acceptable legal parameters, as required for the specific country or region in which they are fundraising. In some jurisdictions, philanthropic organizations are classified as registered charities, which are defined as organizations that depend on donations to carry out their activities. Since legal parameters vary by country and region, this should be an area of particular focus when setting up a philanthropic arm or separate foundation for a healthcare organization.

Privacy Laws

Applicable privacy laws in the organization's jurisdiction should be taken into account. Many fundraising programs in healthcare rely on raising money from grateful patients. Patient privacy regulations must be navigated carefully to ensure that all privacy laws are respected when approaching potential donors. A World Health Organization report on the management of patient information in member states found that many member countries have adopted legislation for privacy of personal health information PHI.[16] These countries realize the importance of privacy and have integrated personal health information privacy into the legal framework of their jurisdictions. Countries that have not yet integrated privacy policies into their legal framework note that it is a high-priority item and are expecting to adopt them in the coming years.

Cross-Border Giving

The growth of global philanthropy (or cross-border giving) has corresponded with the growth of private wealth in in Brazil, Russia, India and China. Some foundations may be set up to either raise or disburse funds in a different country. The potential flow of funds must be considered from the outset to ensure compliance with the legal requirements of all involved jurisdictions.

Global philanthropy has been limited from reaching its full potential due to legal barriers and constraints imposed by donor countries and recipient countries. Some examples of legal barriers imposed by donor countries include:

- Limited or no tax incentives for global philanthropy
- Imposed rules to restrict giving to designated individuals or entities
- Restrictions on transactions with sanctioned countries

Legal barriers imposed by recipient countries include:

- Advance government approval requirements for foreign funding
- Restrictions on activities that can be supported with funding
- Mandatory routing of funds through government channels

For more information on the barriers imposed by donor and recipient countries globally, please refer to the Council on Foundations' *Legal Framework for Global Philanthropy: Barriers and Opportunities*.[2]

D. THE FUTURE

Philanthropic organizations must innovate in order to succeed in the face of a rapidly changing world, increased competition, disruptive technology, evolving complexity, and an increasing demand for greater transparency and impact. To be truly successful, organizations must continue to find ways to encourage people to not only offer financial donations, but to also invest their time, resources, knowledge, passion and skills.

Organizations can start to address these challenges by creating an environment that fosters innovation and allows ideas to flourish. Cultivating an innovative mindset helps create a culture that nurtures new ideas, evolves existing programs, and enables continuous creativity, growth and improvement. Innovation is stifled without the appropriate investment of money and resources. To address this challenge, organizations may set aside a percentage of their budget or establish a fund for new initiatives to ensure that there is a focus on continuous innovation.

There are a number of exciting new trends and disruptive technologies that can be used in fundraising. These innovations are outlined below.

Crowdfunding

Crowdfunding is the practice of funding a project or venture by securing donations online from a large number of people. Crowdfunding allows donors to choose the amount they would like to donate to specific causes at their discretion, and can also inform donors of the progress and impact of their donations. There are various crowdfunding sites that are set up for fundraising, including: JustGiving; Crowdfunder; GoFundMe; Kickstarter; and Omaze.[17-21] Each platform features unique functionality that can be customized for specific campaigns. For example, JustGiving enables users to text to donate while Omaze allows users to create crowdfunding contests to enhance engagement.

New Giving Platforms

In the past, donors gave money to organizations without necessarily knowing where the money was going or how it was making an impact. Now, some organizations are developing innovative new giving platforms that can provide real time updates and transparency for donors, and allow them to see first-hand the difference their donation is making using website, mobile and application ("app") technology. Some organizations have online giving markets, where donors can rate projects and see progress towards specific goals, such as Better Place.[22] These types of platforms enable a new level of transparency and engagement with the donor community.

Workplace Giving

Online tools such as Causecast enable workplace giving and allow companies to achieve their corporate social responsibility objectives.[23] These types of platforms revolutionize how organizations can collaborate and rally around a cause, and allow employees to embed giving into their current day-to-day environment.

Micro-Donations

Micro-donations are low-value donations that are embedded into transactions consumers are already conducting. They can be used to increase giving from all sectors of society. For example, Pennies is a digital charity box that allows users to round up their credit card transactions and donate the difference to charity.[24] This model allows donors to engage in giving through a method that is easy for both customers and retailers.

Donation Apps

The world of communication is becoming smaller and smaller with the use of smart phones. Donors all over the world have the opportunity to be connected and engaged through smart phone apps. There are many innovative apps that use smart phone functionality to help make donating easier. For example, Charity Miles is an app that uses global positioning system (GPS) features and motion sensors to track the movement of donors, and then donate to their chosen charity through PayPal or Apple Pay.[25]

Emerging Technology Mediums

Organizations should endeavour to keep abreast of new and emerging technologies that can be incorporated into the fundraising experience. For example, virtual reality is quickly enabling a transformational experience for potential donors. Donors can be immersed in a virtual world to see first-hand the problems that are being addressed through fundraising. This type of immersive storytelling evokes empathy and creates stronger connections between potential donors and the people who they ultimately help. An example of virtual reality in fundraising is *Clouds Over Sidra*, a movie created by Unicef and the United Nations to show the realities of life as a Syrian refugee.[26]

Augmented reality is another technology medium that is transforming the engagement experience. Augmented reality overlays information and imagery onto the physical world, and can include video, audio, images, data or prompts to donate. An example of the use of augmented reality is the Giving Tower, created by CrowdRise, which gives a visual representation of the cumulative impact of giving.[27] Viewers can use their smart phone to see a tower appear in augmented reality, which unlocks additional, interactive content. This is a transformational technology that is enabling enhanced engagement of potential donors, and can be leveraged to show the impact of philanthropy.

Social Media

Social media continues to be a critical channel to engage current and potential donors. It has revolutionized the way that people share information by breaking down barriers and allowing people to be passionately engaged in causes, regardless of their location. Organizations should strongly consider building a brand presence through multiple social media platforms. These platforms allow foundations to grow their traditional donor community regardless of location and provide mechanisms for deeper interaction, stewardship and engagement with donors.

Social media channels are continuously evolving and new platforms continue to be created. Over the past decade, Facebook has kept a strong foothold in fundraising, with users who are deeply engaged in their online community. Many of these users "like" posts, share stories, support hashtags and donate to causes simply through recommendations from friends. Other social media platforms, such as YouTube, Instagram, Twitter and Snapchat, offer different ways of interacting with the public. All of these platforms serve as valuable tools to tailor information to the donor, appeal to individual interests and to garner support from individuals who would have been otherwise difficult to reach. The ALS Ice Bucket Challenge is a prime example of how a specific fundraising campaign can go viral and engage people around the world.[28]

Organizations should endeavour to stay abreast of new and innovative developments in social media to ensure that they are optimizing this transformative channel of communication and engagement in a way that is appropriate for their target audiences and their budget.

For larger donations (i.e., major gifts), face-to-face contact remains the most effective approach, though depending on donor preferences, it can certainly be augmented using various forms of technology.

E. REFERENCES

1. Murciano-Goroff YR. Philanthropic partnerships and the future of cancer research. Nature Reviews Cancer. 2014;15(2):125-9.
2. International Centre for Not-for-Profit-Law. Legal framework for global philanthropy: barriers and opportunities. Council on Foundations; 2010 October 25.
3. Wilmington Trust. Endowments and foundations. 2012.
4. Keiper A. A look at philanthropy's distinctive niche in medical research. Philanthropy Magazine. 2010.
5. Association of Fundraising Professionals. International statement of ethical principles in fundraising 2006 December 7.
6. Donor Bill of Rights Association of Fundraising Professionals; 2009.
7. AHP Reporting Standards. Association for Healthcare Philanthropy; Available from: http://www.ahp. org/Home/Resources_and_Tools/AHP_Reporting_Standards/Home/Resources_and_Tools/AHP_ Reporting_Standards.aspx?hkey=c490995f-3f62-4adb-a2ed-56a55964c127.
8. Kramer M, Pfitzer M, Jetsin K. Uncommon partners: the power of foundation and corporation collaboration. John F Kennedy School of Government, Harvard University 2006.
9. Advancement Resources. Healthcare Philanthropy 20/20.
10. Ruffalo NL. Healthcare fundraising: best practices that build a healthy donor pipeline 2015.
11. Barry F, Henze L, Lamb D, Swank K. Cultivating lifelong donors: stewardship and the fundraising pyramid 2010.
12. Developing fundraising policies and procedures Association of Fundraising Professionals.
13. Robinson M. Nonprofit boards that work: the end of one-size-fits-all governance. 2001.
14. Buteau E, Glickman J. Benchmarking foundation governance. The Center for Effective Philanthropy; 2015.
15. Campbell M. In search of a best practice model for the hospital-foundation relationship, part II: continuing the dialogue. Healthcare Philanthropy Journal. 2012:10.
16. Management of patient information, trends and challenges in member states. World Health Organization.
17. JustGiving. London, UK: JustGiving; [cited 2018 January 5]. Available from: https://www.justgiving.com.
18. Crowdfunder. Los Angeles, CA: Crowdfunder; [cited 2018 January 5]. Available from: https://www.crowdfunder.com.
19. GoFundMe. Redwood City, CA: GoFundMe; [cited 2018 January 5]. Available from: https://ca.gofundme.com.
20. Kickstarter. Brooklyn, NY: Kickstarter; [cited 2018 January 5]. Available from: https://www.kickstarter.com.
21. Omaze. Culver City, CA: Omaze; [cited 2018 January 5]. Available from: https://www.omaze.com.
22. Better Place. Berlin: Better Place; [cited 2018 January 5]. Available from: https://www.betterplace.org/en.
23. Causecast. Burbank, CA: Causecast; [cited 2018 January 5]. Available from: https://www.causecast.com.
24. Pennies. London, UK: Pennies; [cited 2018 January 5]. Available from: http://pennies.org.uk.
25. Charity Miles Delaware: Charity Miles LCC; [cited 2018 January 5]. Available from: http://www.charitymiles.org.
26. Clouds over Sidra. Los Angeles, CA: Within; [cited 2018 January 5]. Available from: https://with.in/watch/clouds-over-sidra/.
27. Giving Tower. Detroit, MI: CrowdRise; [cited 2018 January 5]. Available from: https://www.crowdrise.com/givingtower.
28. Every drop adds up. Washington, DC: ALS Association; [cited January 5 2018]. Available from: http://www.alsa.org/fight-als/ice-bucket-challenge.html.