

Case Study: National Association of Children’s Hospitals and Related Institutions

Snapshot

Name of Organization:	National Association of Children's Hospitals and Related Institutions (NACHRI)
Type of Organization:	Professional Association Disease/Disorder
Type of Engagement:	Corporate Partnership
Social Impact Area:	Innovation

Background

The National Association of Children’s Hospitals and Related Institutions (NACHRI), founded in 1968, promotes the health and well-being of children and their families through support of exemplary children's hospitals and health systems. As an association of children's hospitals with 218 members worldwide, NACHRI has developed a vast network of children’s healthcare services advocates, education, research and health promotion. Each member hospital pays a yearly fee to gain access to NACHRI’s network and resources.

Despite their committed membership base, children’s hospitals make up only 3% of all hospital institutions, and NACHRI found that its membership fees were not enough to cover the association’s additional programming. Karen Hill, Director of Child Advocacy at NACHRI, was unable to support a new child safety program with grants and was in need of another source of revenue to maintain the initiative. CWV was engaged in providing NACHRI with strategic advice in developing a corporate partnership strategy for the organization as a revenue source.

CWV’s Solution

Since NACHRI was unfamiliar with corporate partnerships, CWV first provided board and staff education on the structure of corporate partnerships. Once expectations were clear, NACHRI staff worked with CWV to articulate goals and develop a list of assets that could be leveraged in a partnership.

CWV developed a corporate partnership value proposition and policy for NACHRI in order to identify corporations with high-partnership potential. Following this proposition, CWV conducted extensive research on these targeted companies and facilitated initial conversations to determine the interest and feasibility of a partnership with corporations. As a final deliverable, CWV developed partnership strategies and tactics for the most promising corporate leads.

“In the beginning, we did not know what was valuable about us as an association versus an individual children’s hospital—CWV helped us to articulate our assets and appreciate the value that we could bring to corporations.” - Karen Hill, Director of Child Advocacy

While Karen and the NACHRI staff were unsure of their value proposition to corporations at first, they soon gained confidence in their assets and became excited about partnership opportunities. After extensive research on potential partners, two corporations emerged as promising possibilities. CWV prepared Karen and her staff for partnership meetings by initiating contact, providing coaching and developing pitch materials for NACHRI before discussions. When Dorel Juvenile Group emerged as the likely partner, CWV coached NACHRI through

corporate partnership logistics and then provided recommendations for an account management strategy that would enable NACHRI to make corporate partnerships a stronger focus in the future.

“CWV is both highly professional and reality-driven. We were in “infancy” when CWV began its engagement with us, but the consultants met us where we were and did not give us ‘canned’ recommendations, but ones that reflected our organizational culture, competency and comfort level.” – Karen Hill

Results

Through the engagement, NACHRI staff learned the importance of trust in both corporate and consulting relationships, and realized that the strategies learned could be integrated into the organizational culture to have continual and lasting impact once the engagement ends. In 2005, NACHRI established a partnership with Dorel Juvenile Group. The partnership has yielded more than \$2,580,000 for NACHRI and its partner hospitals in the form of these results:

- \$340,000 in unrestricted revenue for NACHRI and the child safety program.
- A co-branded “Get on Board with Child Safety” campaign which includes a base sponsorship, discounts on Dorel products for children’s hospitals, special events and branding opportunities worth \$100,000 for NACHRI on Dorel’s product lines and in parenting magazines.
- \$600,000 in childcare devices (high chairs, booster seats) donated to victims of Hurricane Katrina through NACHRI’s network of children’s hospitals.
- \$1,500,000 in product donations from Dorel as well as focus groups with childcare experts in NACHRI’s network on the safety of Dorel products and product development.
- \$40,000 invested in NACHRI members, including installation of Dorel “Safety Houses.”

“The trust that we developed and maintain with Dorel Juvenile Group is the bedrock of our corporate partnership—Dorel knew that NACHRI could successfully serve Katrina victims through its network, and they know that we will deliver value for their organization for as long as they invest in us.” – Karen Hill

Lessons Learned

This engagement highlighted the importance of identifying and understanding an organization’s assets. Often times, an organization’s leadership may not believe that it has a strong value proposition to offer a corporation, when it in fact has strong and appealing assets to be leveraged.

“We don’t have a lot of platforms for consultants to have access to our membership, but in this case it really was a value add to transfer the skills we learned from CWV—to have folks see how CWV has helped NACHRI and have them take advantage of the ripple effect that their work brings to our individual hospital members.” – Karen Hill

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