

Introduction

The role of corporate philanthropy is at a pivotal point as executive, employee, and customer expectations shift and stakeholders increasingly expect businesses to value and invest in societal welfare. In this rapidly evolving environment, there is opportunity for corporate foundations to reevaluate traditional approaches to grant making, social responsibility, and engagement with counterpart organizations.

The life sciences and health care industry provides an exceptionally compelling illustration of macropilanthropic trends and possibilities. Although all industries can constructively transform existing corporate philanthropy models, the life sciences and health care ecosystem is experiencing dramatic increases in consumer engagement, perceived social responsibility, and global attention that make more thoughtful, strategic philanthropic investment especially urgent. In this paper, we examine the current health ecosystem, evolving stakeholder expectations, the unique position of life sciences and health care foundations to effect critical change, and alternative engagement models with demonstrated track records of success on an international scale.

Unprecedented industry change



The life sciences and health care industry is in the midst of a dramatic evolution toward lower-cost, high-quality care, in part driven by unsustainable increases in health care spending over the last fifty years and an aging population. Consumers, employers, and governments are increasingly strained by rising health care costs: In the United States alone, health care costs have risen from \$27.2 billion (5 percent of GDP) in 1960 to \$3.3 trillion (a whopping 18 percent of GDP) in 2016, and costs are projected to rise at a 4.1 percent year-over-year growth rate from 2017 to 2021.^{1,2}

Moreover, consumer trust in traditionally respected health care institutions is eroding. A 2016 Harris Poll found that only 36 percent of US consumers believe health care providers make decisions valuing patients over profits.³ With increased public attention on the health care delivery model, and as consumers increasingly feel the bite of rising costs, they are more apt to pay attention to industry inefficiencies. As such, there is a clear impetus for life sciences and health care companies to differentiate themselves and garner goodwill through visible and impactful investments in health and well-being.

Shifting stakeholder expectations of corporate philanthropy



Traditionally, corporate philanthropy has been viewed through the lens of charitable giving—grant making, in-kind and matching donations, and volunteer opportunities designed to promote business standing and offer opportunities for employees to make an impact, with a primary focus on check writing as a means of supporting causes.⁴ Tackling critical societal issues requires vision, scope, and scale that is feasible via a thoughtful, strategic corporate philanthropy model.

Executive and employee stakeholders are increasingly attuned to the inefficiencies of traditional corporate social responsibility models. A 2017 Boston College study found that integrated corporate philanthropy programs are far more effective drivers of innovation, reduced operational costs, employee and customer retention, and enhanced reputation than traditional, disjointed charitable activities.⁵ Similarly, the 2016 Imperative Workforce Purpose Index suggests that employees who work for purpose-oriented companies are 20 percent more likely to stay at the organization for 3+ years, 50 percent more likely to hold a

leadership position, and 47 percent more likely to serve as company advocates. Integrating a defined mission into an organization's long-term strategy is an overwhelmingly positive factor in employee tenure and performance.⁶

Moreover, consumer expectations of corporate philanthropy are shifting: Shareholders, the general public, and customers expect companies to expand their philanthropic efforts. Seventy percent of Americans surveyed feel that businesses have an obligation to take action on societal issues that may not directly impact business operations (e.g., may not be profitable).⁷

Given these combined forces, corporations may benefit in shifting away from traditionally disjointed and shorter-term philanthropic priorities toward sustained core initiatives that are clearly defined, linked to the organization's key beliefs, inspiring to their stakeholders, and effective in achieving positive social change.

Positioned to drive progress



As corporations grapple with how best to effect societal change and position themselves as constructive players in their industry ecosystems, life sciences and health care companies and their respective foundations find themselves uniquely positioned. First, many life sciences and health care businesses, especially payers and providers, have already begun investing

in the infrastructure necessary to promote and monitor community health and well-being. Payers and health care systems are increasingly focused on addressing the social determinants of health as a means of improving care quality and reducing costs.

Research suggests that only 20 percent of health outcomes are determined by the strength of traditional health delivery systems, and 80 percent are determined by the broader health ecosystem, though the clear majority of health care funds are still being spent on the former.⁸ Instead, entities can further invest in their capacities to proactively promote healthy behaviors at the local level. For many foundations, this serves as both a means of driving down health care costs and engaging in philanthropic activity with a defined purpose tied to the mission of the corporate organization.

Moreover, in accordance with the increasing trend toward consumer-centric care delivery, life sciences and health

care companies have an opportunity to utilize advancing technologies to engage with traditionally underserved populations. Virtual care delivery and improved monitoring capabilities can be utilized to drive community engagement, promote personalized care, and contain costs, particularly for individuals who are insufficiently served by the traditional hospital-centric care delivery model.

Finally, life sciences and health care corporations have significant experience with long-term research and development investment, which closely mirrors the type of investment required for strategic philanthropic vision and sustained impact. As organizations confront complex issues over multiyear periods, businesses that develop a sustainable approach to corporate social responsibility will be positioned to maintain their commitment to societal progress and drive effective, lasting change.

Case study: Northwestern Memorial Foundation

Northwestern Memorial Foundation is challenging the traditional philanthropy model that most health systems follow, where donors dictate the “who, what, where, when, and how” of their donations, leaving the system’s foundation to be reactive to donor desires or focused on traditional capital campaigns. The Northwestern Memorial Foundation is moving to use philanthropy as a strategy to support their system’s “patients first” mission so the donor’s gift has more impact.

The foundation is in the process of implementing a new approach that brings together clinical leaders at the outset of program development. In advance of

any development, they will work through essential questions:

- What is the clinical perspective for this program?
- What are the resource needs?
- What does success look like?
- How and when do we steward gifts?
- What data will be required to prove success?
- How does this program meet the needs of the community?

The foundation will also work with community affairs and partners on alignment of community and

“patients first” efforts. For example, they will think through how the system’s behavioral health program can be leveraged to enhance existing community resources and how program funding can support the priority health concerns of the community.

Two things stand out about this model: the involvement of clinicians in planning and the focus on patient-first considerations. With this shift in their model, Northwestern Memorial Foundation is aiming to improve access to care, target social determinants of health, and engage more stakeholders in patient outcomes.

Corporate philanthropy as a strategic lever



Corporate foundations are more than a means to support social causes—foundations often have the capacity to advance the broader company mission as well. As the health ecosystem evolves and stakeholders increasingly view social impact and community engagement as a key differentiator, foundations have an opportunity to align their programs with overarching corporate values and strengths. More and more, inauthentic or seemingly “uneven” commitment to social causes can quickly damage organizations’ reputations, sales, and the ability to attract talent.⁹ The competitive edge provided by well-planned and -implemented philanthropic efforts is significant, making it all the more essential for senior leadership to consider supporting philanthropic efforts.

Case study: Humana Foundation: Supporting the mission

The Humana Foundation is actively pursuing changes in its mission and focus to more closely align with the broader organization’s strategic priorities. These changes complement the downstream focus of Humana’s medical model, doubling-down on the organization’s Bold Goal initiative.

In 2015, Humana announced its Bold Goal initiative to target the social determinants of health and chronic conditions that plague communities. This public health strategy aims to make the communities Humana serves 20 percent healthier by 2020. Humana has partnered with the CDC to utilize Healthy Days (a defined way to measure a person’s mental and physical health) as a measure of success and to track overall population health.

The Humana Foundation is evolving and aligning their social, moral, intellectual, reputational, and financial philanthropic capital with this overall strategy. In fact, this year’s community investment cycle operates at the intersection of collaboration, innovation, and appreciation of community assets. Bringing together the multiple sectors—private, public, and nongovernmental—with activists and volunteers, the Humana Foundation seeks to increase Healthy Days, population-wide, by addressing the social determinants of health. With a targeted focus on financial security, food security, post-secondary success, and social connection, the

foundation is looking to increase health equity by working with communities to enhance the way communities grow, live, learn, work, and play. To do this, the foundation plans to narrow its focus to provide fewer, larger grants that have a long-term focus, indicating the organization’s acknowledgment that impacting social determinants of health is a long-term effort. In addition, the foundation is partnering with local, regional, and national organizations to effect more impactful and sustainable change.

As part of one of the foundation’s focus areas—social connection—the foundation seeks projects or organizations that focus on community members who are experiencing separation from their relationships (friends, family, etc.) or who are unhappy with the quality of their relationships. Studies show that those who feel lonely or isolated are at increased risk of diabetes, Alzheimer’s, and depression. Not only will these efforts impact Healthy Days, they also take aim at preventing illnesses and diseases the organization’s medical model also seeks to treat.

Overall, Humana’s Bold Goal initiative set by leadership is supported by the foundation’s recent focus on the social determinants of health that can aid the broader business in achieving its Bold Goal and provide communities with more Healthy Days.

Using network partnerships to scale impact



Governments, institutional investors, academia, nonprofits, foundations, and businesses all coexist in the social impact ecosystem and bring different strengths to the table. Each type of institution has the opportunity to contribute to social good; however, given the complexity of social issues, coordinated efforts and thoughtful partnerships enable success and can increase impact.

Corporate foundations are looking to establish partnerships that support ongoing initiatives, rather than one-off events, to be able to empower sustainable impact.

Being thoughtful about the capabilities that potential partners bring to the table is giving foundations an opportunity to do more through collective impact than in the past. Corporate foundations are partnering with multiple stakeholders simultaneously, engaging a mix of local and global organizations with unique capabilities that, when brought together strategically, create a network effect that enables the foundation to build a platform on which to base future initiatives in order to address the most challenging issues in the communities they serve.

Case study: Novartis Foundation: Partnerships for sustainability

The Novartis Foundation is a corporate foundation that has strategically focused its efforts on issues that leverage the corporate organization's expertise in the cardiovascular health and noncommunicable disease (NCDs) spaces as a resource to inform the foundation's global health programs.

Hypertension is one health problem on which the foundation has been recently focusing, in recognition of the impact the disease has in low- and middle-income countries (LMICs). Approximately 75 percent of the NCDs' burden is in those settings, and their health systems are often struggling to keep up with the demands already presented by communicable diseases, in addition to the emerging challenges experienced through rapid urbanization and the development of chronic disease that their populations are facing.¹⁰ In an effort to improve cardiovascular health outcomes in urban populations, the Novartis Foundation is

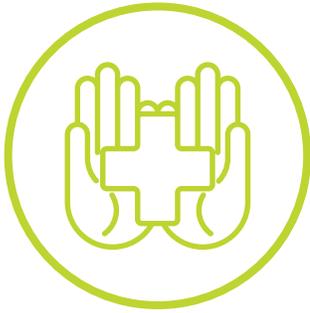
taking an integrated, multisector approach to address hypertension and its underlying risk factors through its Better Hearts Better Cities initiative in the target cities of Ulaanbaatar, Mongolia; São Paulo, Brazil; and Dakar, Senegal, given the high unmet cardiovascular health needs present in these areas.

Through a multidisciplinary approach, multisector players are being brought together to address the many factors that contribute to hypertension. Organizations in the food and agriculture industry, information and communication technology (ICT) space, urban planners, and insurance players, to name a few, are being engaged together to holistically address hypertension, tailored to the needs found in each locale. By instilling local ownership including through shared governance, Better Hearts Better Cities enables all players to adjust interventions based on the findings in each community.

Better Hearts Better Cities has engaged both global and local partners to codesign interventions, seeking to bring together organizations that can contribute in different ways across the areas of technical expertise and solutions, sustainability advice, financial support, and political commitment.

The Novartis Foundation's approach to partnerships seeks to address all parts of the challenge that hypertension poses in these low- and middle-income communities. By engaging both global and local partners, they not only bring the broad expertise necessary to support solution and intervention development but also provide a perspective to help make implementation more effective and sustainable by assuring it is locally owned and contextually appropriate.

Monitoring and evaluation mechanisms



Increasing pressure on life sciences and health care companies to demonstrate accountability coincides with a growing broader trend toward leveraging data and analytics. With the influx of new technologies, collecting and analyzing data is cheaper than ever before, which can reduce barriers to investment for corporate

foundations. Given the data- and evaluation-driven cultures already present in many life sciences and health care organizations, their corporate foundations are particularly well positioned to be leaders in developing impact metrics.

In addition to honest and clear reporting, companies and other funders are expected to be responsible, sustainable, and strategic with their funds and activities, working as good partners with and in the communities they serve, especially as they take on increasingly public roles. Monitoring and evaluation (M&E) can serve as a differentiator and can support corporate foundations' efforts to deliver transparency and accountability, as well as foster a culture of valuing measurable impact, if leveraged effectively.

There are a number of M&E leading practices corporate philanthropies can employ:

- **Invest strategically in impact metrics:** Effective M&E requires significant investment of foundation time, effort,

and resources. Grantees and foundations should balance the potential outcomes from specific M&E efforts with the level of investment required.

- **Build M&E partnerships:** Foundations that work with their partners often have more effective M&E. Grantees have a more direct line of sight into the communities in which they work or programs they run, making them ideal partners to determine what data will be meaningful, the best collection methods, and how to track information. Another option is to partner with third-party evaluators when additional expertise or neutrality is required for the analysis.
- **Focus on learning:** Foundations can benefit from embracing lessons and insights from impact measurement to guide program decision making. Corporate philanthropies that employ an iterative M&E method can use early monitoring data to identify trends in program successes and challenges, enabling them to continually refine initiatives as they are piloted to improve future scaling efforts.

Case study: Amgen Foundation: Measuring impact

The Amgen Foundation has a data-driven culture and is ahead of the curve in measuring its impact across its entire program portfolio. The foundation understands the importance of building M&E into all program design from the start and has done so with large initiatives like Amgen Scholars. The Amgen Scholars program is an undergraduate summer research program that promotes learning and networking for students pursuing careers in science or engineering.

When the Amgen Scholars program was established, the team developed a logic model to understand the inputs, outputs,

short-, mid-, and long-term outcomes. That logic model is the baseline for program decisions such as the development of pre- and post-program questionnaires that all participants complete. The increased insight into the direct benefits of the program has been key for program advocacy in leadership meetings, where data are used to clearly articulate progress. The ability to track and measure program impact also directly affects how the Amgen Foundation allocates resources to this or other initiatives, and the ability of nonprofits to identify and secure additional funding from outside sources. Funders are keen to invest in

programs that can demonstrate impact, making investment in quality M&E a smart business decision.

To that end, the Amgen Foundation works to ensure that programs have appropriate M&E budgets to conduct the necessary data collection, analysis, and synthesis into insights when the program is being designed. Earmarking funds specifically for data collection and analysis creates additional opportunities to identify challenges in program implementation or design and adjust accordingly.

Engaging employees creatively can have a cascading positive impact



Corporate philanthropy is a pivotal component of employee engagement that can take a variety of forms, from volunteerism to gift matching, innovation challenges, grant making, and beyond. Each of these methods has unique benefits, and companies that choose how to invest their time, efforts, and financial support wisely are recognized in the community and are perceived to be more attractive to potential talent.¹¹

That positive perception is reflected in employees choosing where they want to work based on corporations' social responsibility reputation and activities. When 95 percent of employees state that their ideal employer balances economic success with social and environmental objectives, it becomes clear that corporate philanthropy and responsibility have to

be a core function of an organization's operations.¹² This is particularly true when considering Millennial talent, among whom 70 percent say that a company's commitment to its local community would influence their decision to work there.¹³ Retention of top talent remains an ongoing challenge. In today's professional environment where average tenure at a company is only 4.2 years, retention leads to lower training and knowledge transfer, as well as sustained access to top talent.¹⁴ The Center for Advanced Human Resources Studies found that as many as 94 percent of employees are more likely to join and stay with a company that has a reputation of strong corporate social responsibility and supports charitable initiatives.¹² Corporate service corps programs have also been linked to a desire from professionals, even mid-career, to complete their careers at the same company.¹⁵

Proactively creating opportunities for employees to meaningfully participate in initiatives directly impacts employee satisfaction. For many employees, participating in skills-based volunteer programs, or other similar pro bono work, is a critical way to find meaning in their job outside traditional work. More organizations are offering volunteerism opportunities, and participation rates are continuing to rise (an 11-point increase in volunteering hours was seen from 2014 to 2016).¹⁶

In addition to improved talent recruiting and retention metrics, there are demonstrated broader financial benefits to corporate philanthropy programs that engage employees. Companies with a strong social strategy tend to see higher employee engagement, and "high engagement" companies have been found to outperform "low engagement" companies in year-over-year changes in net income and stock earnings per share.¹⁷

Case study: The Pfizer Foundation: Engaging emerging leaders

The concept of engaging employees across the organization has already been adopted across the life sciences and health care industry. Pfizer uses a leadership program that has been engaging its next generation of leaders in mission-driven work. Specifically, Pfizer, as part of this leadership development program, offers an experience that aims to build connections between the business and its mission through targeted experiences that create impact in Pfizer markets. This volunteering-based leadership experience is targeted at Pfizer's top 200 future leaders who, when selected, participate in a one-week in-country experience with an international NGO on a strategic project. Being immersed in the NGO's needs is a unique opportunity for the future leaders to step out of their day-to-day work and step back into a true project-delivery mindset in order to produce strategic impact in communities with complex needs.

Prior to leaving for their weeklong project, the cohort works with the Talent Development team to develop cohort and individual goals. Leaders are also prepared for this immersive experience through training, briefings with the NGO's leadership team, and teambuilding time in advance so they can hit the ground running when they arrive on-site. After the completion of this program, leaders have reported a deeper and more complete understanding of Pfizer and its social mission. Moreover, each of these 200 future leaders brings unique perspectives back to their daily work, which in turn can lead to insights in their home office interactions, customer and partner engagement, and general life at Pfizer.

Innovative new models for philanthropy



Successful corporate foundations often look to alternative philanthropy models that rethink traditional grant making approaches and draw on leading practices in key discipline areas, as well as business expertise from the parent corporation to

strengthen foundation operations and philanthropic efforts. As foundations continue to sharpen their results orientation and align with leading practices in monitoring and evaluation to translate impact, they also position their work to be focused on sustainability and scale as they design their strategies.

Rather than view corporate philanthropy efforts as a series of one-off charitable gifts that fund individual projects or initiatives, many foundation leaders are turning toward targeted, strategic resourcing partnerships that operate at a community level and are designed to build local capabilities and resources. These localized efforts are designed to catalyze ongoing impact and sustainability to enable a clear go-forward exit strategy that drives community ownership and responsibility. As these types of initiatives spur development of diversified funding streams and support networks, they're also less likely to stall if one significant financial backer pulls out than in

a more traditional corporate philanthropy model with a single foundation serving as the primary financier.

Corporate foundations are also reevaluating how their relationships with their corporate funders can drive increased impact and benefit both organizations. Although corporate foundations are usually separate entities, business leaders within the parent corporation possess valuable knowledge about scalable operations, international trade, and large-scale partnerships that may not be as prevalent within the foundation. On the other hand, foundations typically have a better understanding of current local and regional hot-button issues and more experience with pilot projects in low- and middle-income countries. While there may be some obstacles to this collaborative relationship (e.g., quarterly business cycle vs. the longer time horizons for driving societal impact), both sides stand to gain from a better relationship.

Case study: The Medtronic Foundation: Scaling through community partnership

The Medtronic Foundation and Medtronic PLC align on core principles for access to health care for the underserved. The foundation focuses on solutions to reach the underserved through community organizations who work closely with local health workers and policy makers to strengthen health systems, grow the number of health workers, and advance key policies through the voice of patients and health workers. Ultimately, the combination of improvements in patient access to care, strengthened systems, and improved policies may lead to scalable and sustainable outcomes and impact.

This impact in global health is the impetus for the Medtronic Foundation to shift their philanthropic model to emphasize sustainability and scale, utilizing selective public-private partnerships to drive progress on their flagship projects, all of which operate across multiple sites around the world. The foundation recognized that they did not have the resources or expertise in many of the communities where they now work, and so made concerted efforts to partner with local community organizations that demonstrated prior ability to scale their initiatives.

The foundation has focused much of their effort on developing local capabilities and infrastructure. Community partners are then expected to take the lead on implementation, supported by local advisory councils that are made up of experienced nonprofit and government leaders, patients, and front-line workforce, to provide critical insights across all phases of project design and execution. The foundation uses defined impact metrics to evaluate the sustainability and feasibility of potential projects, and assesses whether Foundation efforts can yield significant results in relatively short periods of time to determine whether the resources required could be allocated more effectively elsewhere.

Conclusion

Living a healthy and dignified life is a universal ideal—a shared human goal that life sciences and health care companies are uniquely well positioned to support. The rapidly evolving industry ecosystem provides corporate foundations in this space the opportunity to effect large-scale and lasting impact beyond the business pursuits of the funding organizations.

Life sciences and health care foundations are seeing corporate leadership vocalize the importance of serving society, establishing grassroots-global partnerships, engaging employees, and providing metrics to demonstrate their success in creating sustainable impact in the communities they serve. These philanthropic initiatives not only benefit society, they have direct benefits for the funding organizations as well. Differentiation from competitors, increased employee retention, a reputation as a positive contributor to society, and bottom-line benefits all provide organizations that take a thoughtful, strategic approach to corporate philanthropy with a competitive advantage in the marketplace.

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End notes

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