

Close the Mental Health Gap

Better Care for More People
Campaign

Campaign Cabinet Orientation Guide

Updated: July 2025



Mental Health - Care & Research
Santé mentale - Soins et recherche

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The Royal's Leadership

The Royal is one of Canada's foremost mental health care, teaching and research hospitals.



Clinical Care

One of Canada's largest mental health hospitals, providing care for over 15,000 patients annually.



Research

World-class mental health professionals, scientists, and technology dedicated to gaining a deeper understanding of the brain and discovering innovative approaches to preventing and treating mental illness.



Education

Training the mental health care workforce of the future through residencies and fellowships, knowledge translation, and health promotion.



Advocacy

Located in Canada's capital city, advocate for mental and substance use health policy change at municipal, provincial, and national levels of government.

ROYAL OTTAWA FOUNDATION

PURPOSE

We drive awareness and inspire philanthropic giving that enables The Royal to conduct ground-breaking research and provide transformative care in mental health and substance use health.

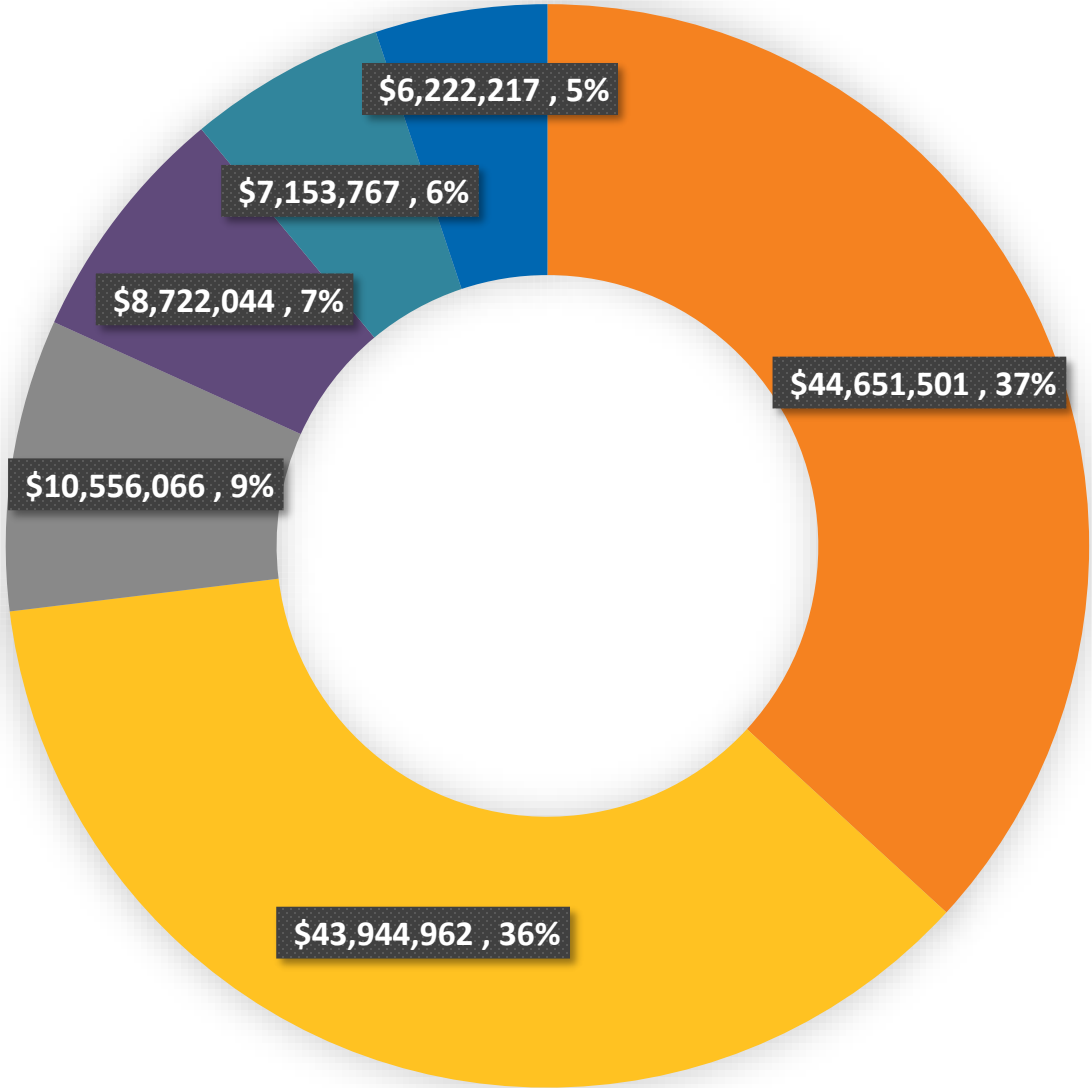
Philanthropy's Role in Healthcare

1. Capital needs
2. Equipment
3. Research and education
4. Standard care vs. excellence

Healthcare Philanthropy in Ottawa

2020 Gross Revenue

- CHEO Foundation
- TOH Foundation
- Queensway-Carleton Foundation
- Bruyère Foundation
- Foundation de L'Hôpital Monfort
- Royal Ottawa Foundation



Campaign Conditions

1

ENVIRONMENT

Mental health is an urgent health concern

2

LEADERSHIP

ROHCG, IMHR, Foundation in place



STRATEGY

ROHCG, IMHR, Foundation in place

3

PRIORITIES

Philanthropic funding priorities established

4

Philanthropic Funding Priorities

PRIORITIES

- Urgent Care Clinic
- PET-MRI Scanner
- Clinical Brain Research Centre
- Ozerdinc Grimes Family Regional Psychosis Clinic
- Neuromodulation Research Clinic
- BMO Innovative Clinic for Depression (Esketamine Research Clinic)
- Discoveries in Suicide Prevention
- Accelerator Program for Emerging Researchers
- Fellowship Training Program
- Research Chair in Transitional Age Youth
- Research Chair in Geriatrics
- Research Chair in Addiction & Concurrent Disorders
- Research Chair in Precision Psychiatry
- DIFD-Mach Gaensslen Chair in Suicide Prevention Research (renewal)

Campaign Impact Areas



BETTER ACCESS

We will develop a model system that ensures a full continuum of care, including immediate access to urgent services, and ensures the latest research-driven innovations are at the point of care.



BETTER TREATMENTS

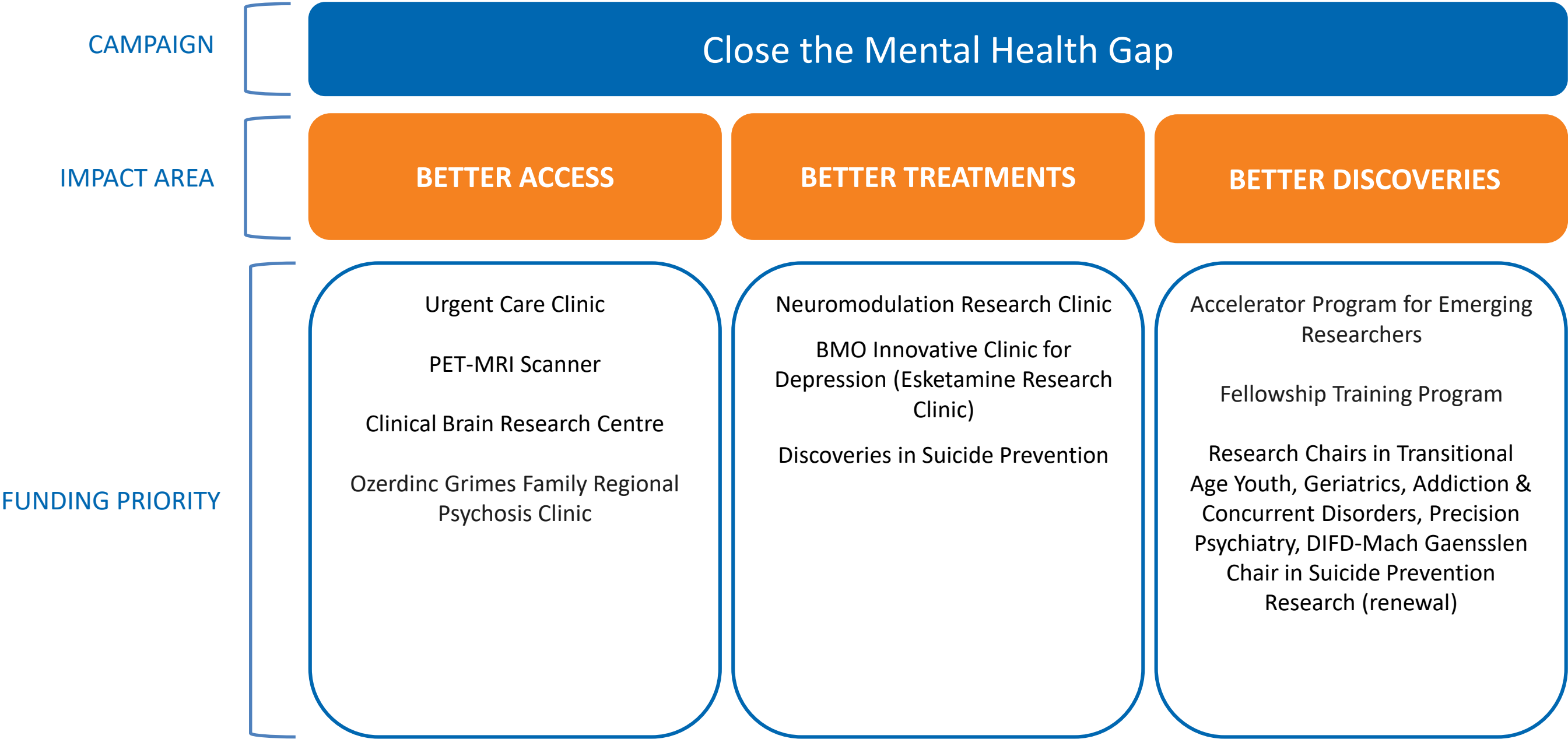
We will advance high-impact research to make promising diagnostic, treatment and prevention options more personalized and effective.



BETTER DISCOVERIES

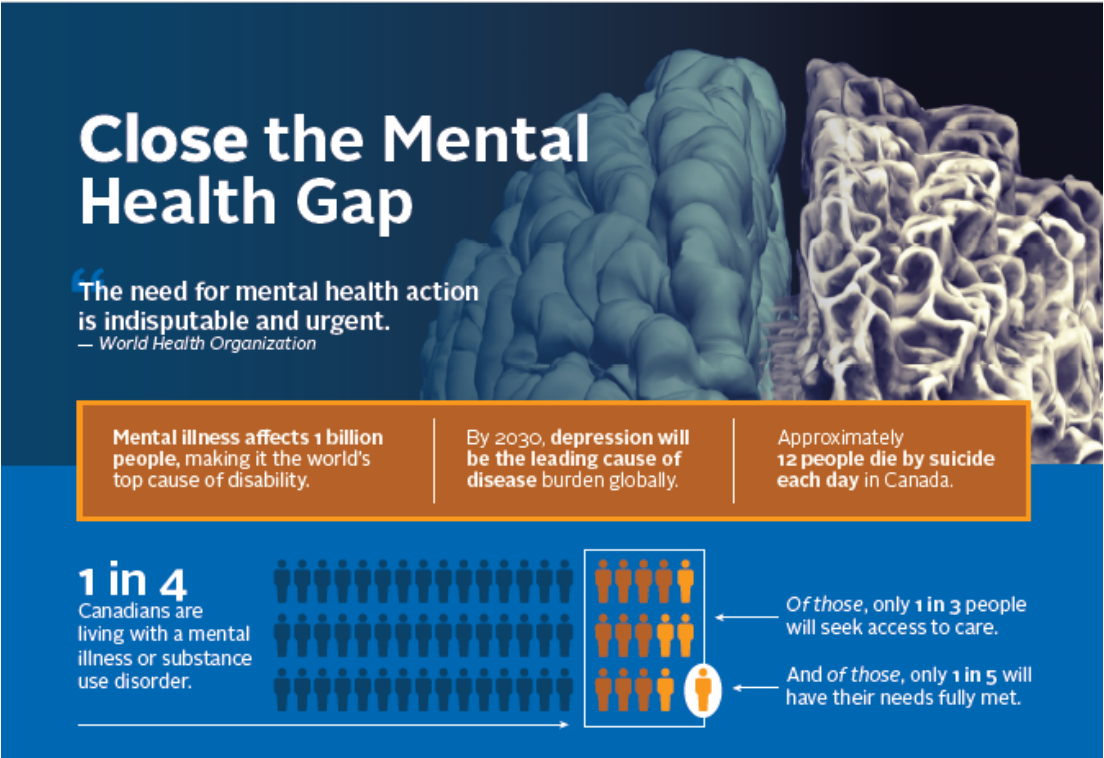
We will recruit and accelerate the work of top mental health leaders who will drive high-impact discoveries for better care.

Philanthropic Priorities by Impact Area



Close the Mental Health Gap

Better Care for More People



The time to close the mental health gap is now.

100+ YEARS OF HEALTH CARE INNOVATION

For over a century, **The Royal**, located in Canada's capital, has led the way in health care innovation. As a leading mental health care and research centre, The Royal is uniquely equipped to close the mental health gap by improving access to more effective care, here and globally.

Today, The Royal is home to some of the world's brightest minds, who dedicate their life's work to advancing research and delivering specialized care to support people living with mental illness or substance use disorders.

15,000 patients served yearly

437 inpatient beds

27,000+ sq ft of dedicated research space

100+ researchers & 90 research trainees

6,000 patients engaged in **150 research projects**

4,000 brain scans since the inception of the Brain Imaging Centre in 2016.

ACCOMPLISHMENTS

Home to some of the **most advanced brain imaging technology** dedicated solely to mental health research.

Discovered biomarkers and developed algorithms that precisely **predict a person's suicide risk**.

First in Canada to implement the **use of ketamine for difficult-to-treat depression**.

Pioneered precision brain stimulation techniques that offer some of the world's greatest response rates for patients with difficult-to-treat depression.

Leading incubator for **training and developing early-career** mental health scientists and clinicians.

The Royal

THE MENTAL HEALTH GAP

Mental health research and care are critically underfunded, with only 12 per cent of scarce research dollars dedicated to transitioning new discoveries into treatments. As a result, it typically takes 17 years for only a few innovations to be clinically adopted, with mental health advancements often facing even longer delays.

This funding gap is why conventional treatments don't work for up to 50 per cent of people with depression, why suicide remains the second leading cause of death among Canadian youth, and why mental illness and substance disorders can cut 10 to 20 years off a person's life expectancy.

Despite underinvestment, The Royal has made significant advancements in diagnostics, treatments, and prevention strategies that can transform lives. But these innovations are often stuck in research and not readily accessible in clinical practice.

Worldwide, mental health research receives only **\$3.7 billion (USD)** annually, **less than \$0.50 per person**.

RESEARCH IS CARE

At the heart of The Royal's work is our commitment to accelerate care through research, helping more people—with a focus on at-risk communities including youth and young people, seniors, and veterans—easily access more effective, personalized care.

Our whole-person approach leverages cutting-edge technology at our Brain Imaging Centre, which helps us explore the brain's structure and functions. This enables more tailored and effective treatments across our specialty areas including depression and anxiety, trauma and stress-related disorders, severe mental illnesses, and the intersection of substance use and mental health.

Closing the Mental Health Gap

Increasing access to more effective and personalized treatments, diagnostics, and prevention options will help close the mental health gap.



The **Royal**
Mental Health • Care & Research
Santé mentale • Soins et recherche

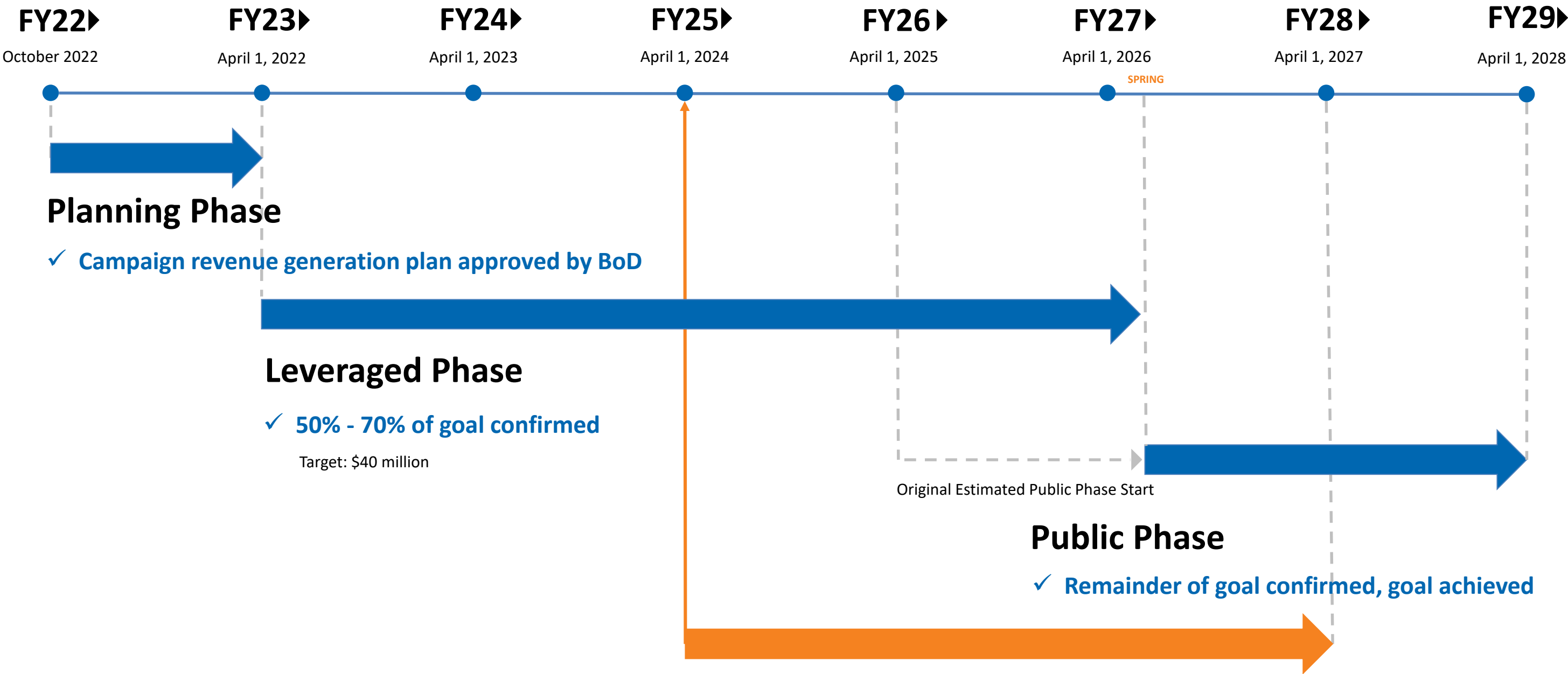
Help us close the mental health gap now.
foundation@theroyal.ca | TheRoyal.ca

Cover image courtesy of Steven West

\$50+ Million

Campaign Goal

Timeline



Building a Foundation for the Future

Strategic Plan

Campaign Phases

Leveraged (Quiet) Phase

Goal

Confirm \$40 million (70% of revenue generation plan)

Audience

Individuals, families, foundations, and corporations with a >\$25K capacity to give

Priority Fundraising Products for Growth

- ✓ Philanthropic Ask
- ✓ Planned Giving
- ✓ Leadership Communities
- ✓ High-Capacity Flagship Fundraising Events

Public Phase

Goal

Confirm \$20 million (30% of revenue generation plan)

Audience

Individuals, families, foundations, corporations, and organizations with <\$25K capacity to give

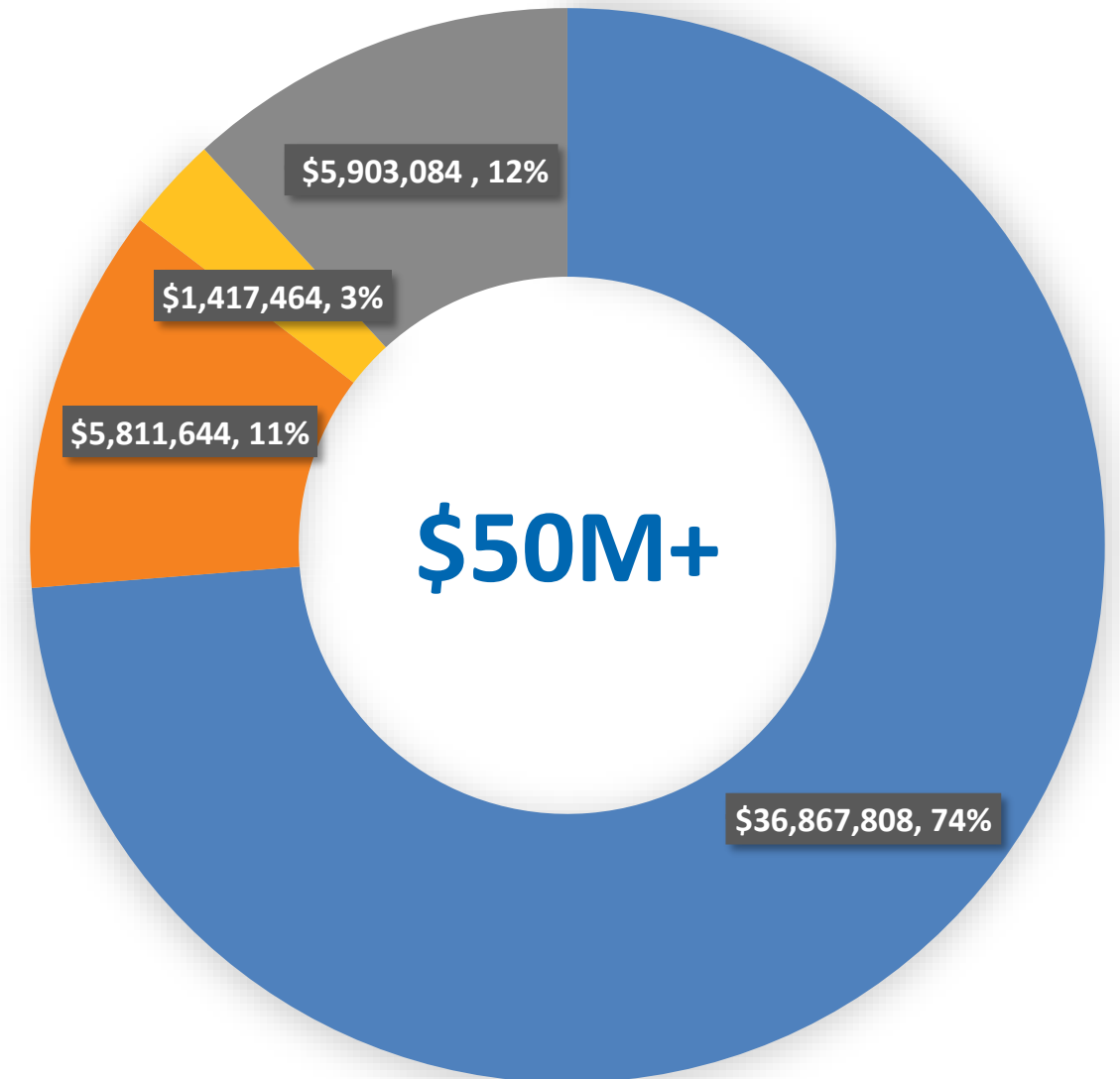
Priority Fundraising Products for Growth

- ✓ Flagship Events
- ✓ Community Fundraising
- ✓ Integrated Marketing Products
- ✓ Community Flagship Fundraising Events

Campaign Progress

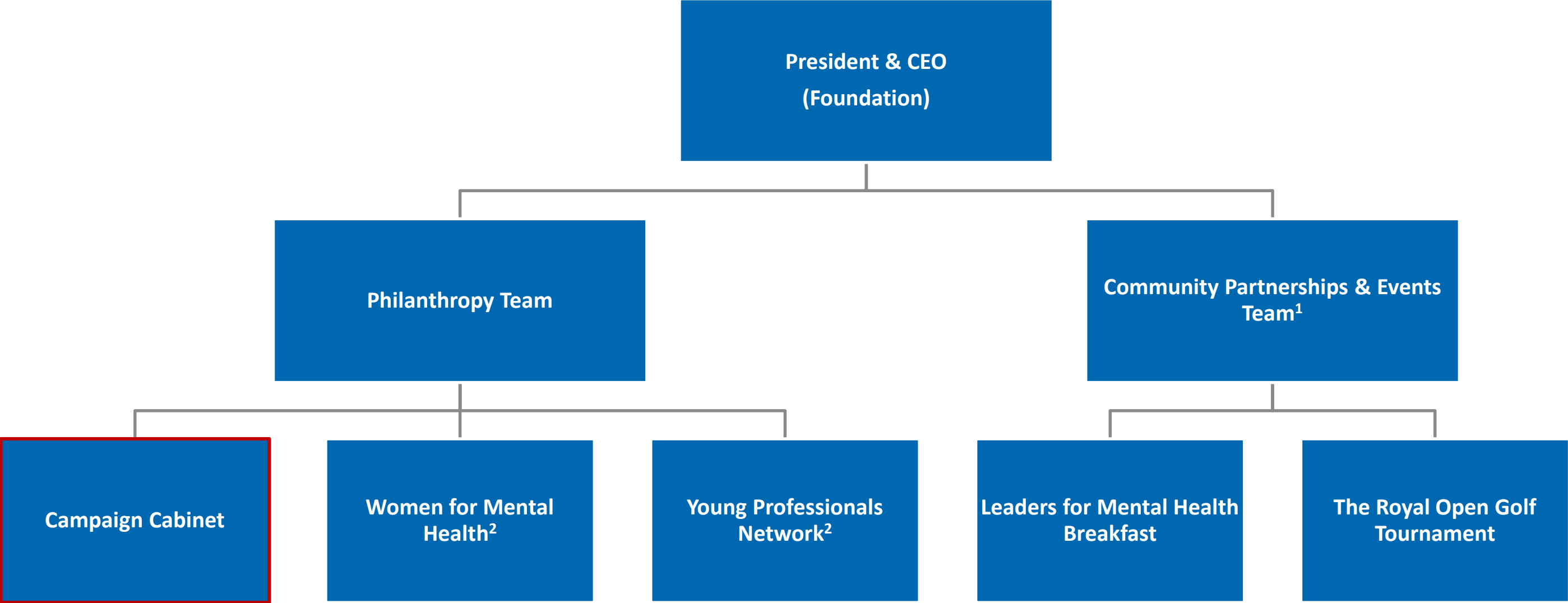
\$44.09M+ Raised from April 1, 2022 to July 8, 2025

- **Philanthropic Giving - Goal: \$42M+**
Major Giving (\$25K+) - \$40M+
Leadership Giving (\$1K-\$24.9K) & Planned Giving - \$2M+
- **Community Fundraising & Events - Goal: \$10M+**
Leaders Breakfast, Royal Open, Community Fundraisers
- **Annual Giving - Goal: \$2M+**
Direct Response, Monthly, Tribute, Symbolic (<\$1K)
- **To-Be Raised**



Fundraising Committees

Royal Ottawa Foundation for Mental Health



¹The Community Partnerships & Events team also leads a committee in support of the Shoppers Drug Mart LOVE.YOU Run for Women community fundraiser.

²Women for Mental Health and Young Professionals Network are currently under review.

Campaign Cabinet

Confirmed Members

SHARON & DAVID
JOHNSTON
Honourary Chair

DANIEL ALFREDSSON
Honourary Chair

MELISSA KRUYNE
Co-Chair

YANN ROBARD
Co-Chair

■ Executive Leadership

DR. RAJ BHATLA
Executive Member

LARRY KELLY
Executive Member

VICTOR
PELLEGRINO
Executive Member

MARK TAGGART
Executive Member

JOHANNES
ZIEBARTH
Executive Member

BRAD MCANINCH
Executive Member

AMY TOMLINSON
Executive Member

JENNIFER FRANCIS
Executive Member

FOUNDATION, ROHCG,
& IMHR BOARD CHAIRS
Advisory Members

FLAGSHIP EVENT
COMMITTEE CHAIRS
Advisory Members

LEADERSHIP
COMMUNITY CHAIRS
Advisory Members

AT-LARGE COMMUNITY
LEADERS
Advisory Members

The Role of Campaign Cabinet Members

The Campaign Cabinet will ensure the success of The Royal's Close the Mental Health Gap campaign.

All members will help identify, qualify, cultivate, solicit, and steward major donors (individual, foundation, corporate) by:

- ✓ **Increasing the size and quality of the prospect pool**, conducting introductions, and helping to cultivate and close gifts
- ✓ **Providing strategic advice** on prospects and donors
- ✓ **Supporting stewardship**, recognition, and other meaningful donor experiences
- ✓ **Making their own personally meaningful gift** to the campaign

Campaign Cabinet Roles (cont'd)

EXECUTIVE MEMBERS

In addition to their responsibilities as a member of the Campaign Cabinet, **executive members will also:**

- ✓ Provide overall leadership and guidance to the campaign and provide support throughout the fundraising cycle of prospect identification, qualification, cultivation, solicitation and stewardship
- ✓ Attend up to three (3) Campaign Cabinet meetings per year, two (2) executive meetings, and one (1) one full cabinet meeting¹
- ✓ Maintain regular communication and attend regular check-ins with your staff support team member
- ✓ Consider taking on a leadership role with respect to a specific impact area of the campaign
- ✓ Conduct four (4) to six (6) strategic introductions per year

¹Subject to change based on campaign needs.

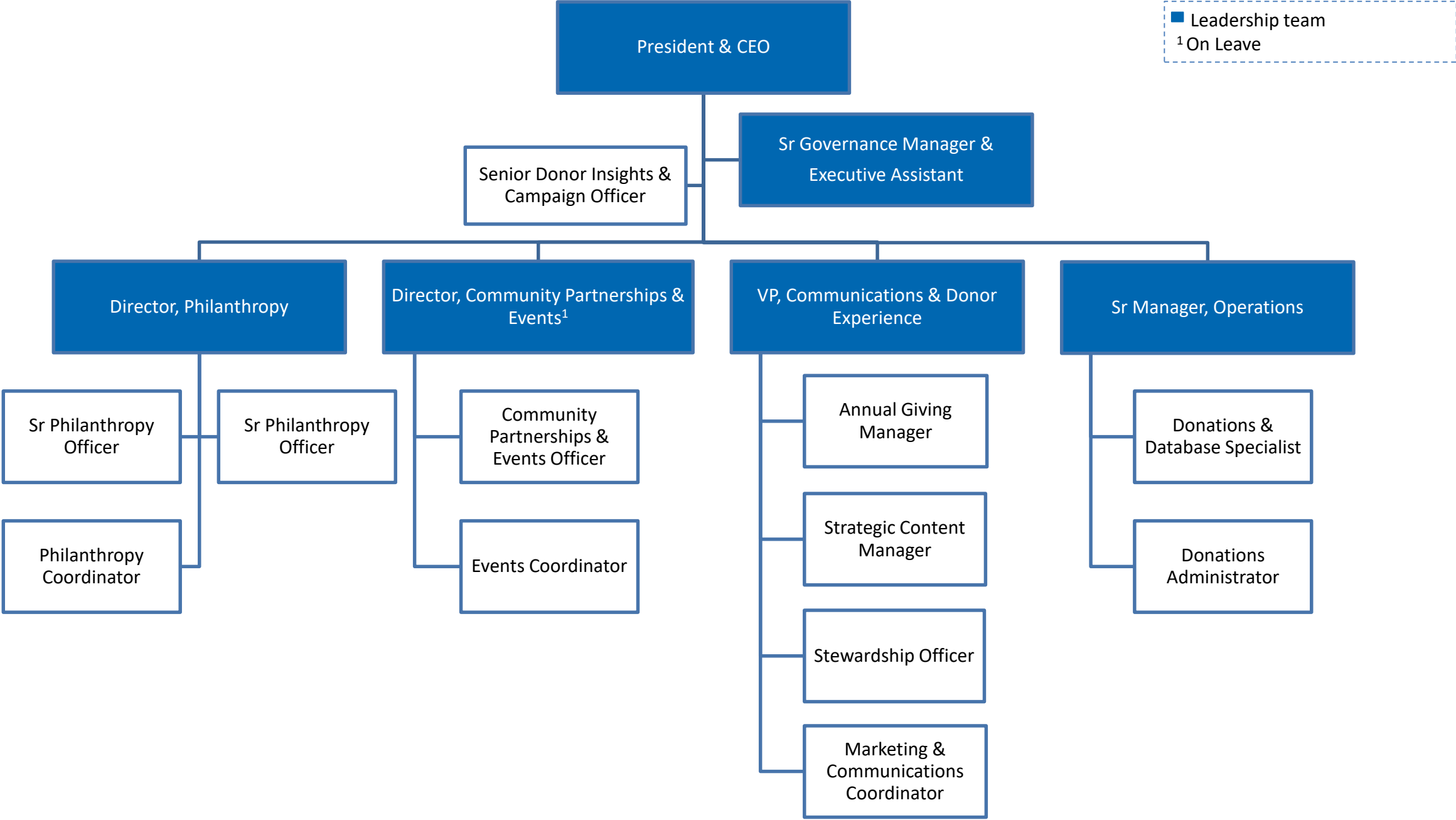
The Role of Foundation Staff

Foundation team members support Campaign Cabinet members to ensure the *Close the Mental Health Gap* campaign is successful.

The Foundation staff are ultimately responsible for the campaign plan and its execution in consultation with the Campaign Cabinet and the Foundation Board of Directors.

Under the leadership of the President, the Campaign Cabinet's functional management will be led by the Director of Philanthropy, with support from all teams including the Philanthropy team, Operations team, Communications & Donor Experience team, and the Community Partnerships & Events team.

Team Structure



Foundation Staff Roles (cont'd)

STAFF PARTNER

Executive members will be paired with a **Foundation staff partner** who will support and empower executive members by:

- ✓ Completing **training and onboarding**, including a tour of The Royal
- ✓ Sharing **regular updates** about The Royal and mental health
- ✓ Assisting with the **identification of top prospects** and the **development and implementation of fundraising strategies**
- ✓ Providing **fundraising enablement materials** (e.g., information sheets, proposals, impact reports)
- ✓ Preparing for or participating in **donor meetings**

Getting Started

Close the Mental Health Gap is a **\$50+ million** comprehensive fundraising campaign to help more people get better.

We are so grateful for your support. To activate your leadership, your staff partner will engage you in the following next steps

- 1 Sign confidentiality documents
- 2 Complete relationship inventory meeting
- 3 Schedule tour of The Royal
- 4 Support you with the engagement of your top prospects

Thank You

Chris Ide

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