

Strategic Plan 2019 - 2023 (updated October 2022)



Developed in line with our values and our commitment to respect, protect and promote human rights in our decision-making and actions

Our vision	For every sick child to have the best possible health care, with access to world-class research and clinical treatment in a healing environment			
Our purpose	We help save children's lives and work wonders for sick kids and their families			
Objectives	Impact Improve the health and wellbeing of children and young people by investing in high quality research, clinical excellence and equipment, and through delivering patient and family support across the continuum of care.	Partnerships Work in partnership to tackle some of the biggest challenges facing children's health.	Income Diversify and grow our income.	People Ensure our people are engaged, enabled and effective in all that they do.
Key strategies	<ul style="list-style-type: none"> Develop and implement a framework to effectively measure sustainable impact across all Foundation grants and programs Develop and embed a transparent process and decision-making framework across funding outside of research Embed an Outcomes Measurement Framework across Patient and Family Support in line with our wider impact framework (in progress) Provide support across the full continuum of care to meet the changing needs of sick kids and their families 	<ul style="list-style-type: none"> Partnering with Children's Health Queensland, agree and deliver on key projects that deepen our impact and improve the patient experience across the continuum of care Continue our research collaborations to invest in areas of the greatest burdens of disease for Queensland children Undertake a strategic review of the Children's Brain Cancer Centre to inform the next stage of investment In collaboration with research partners, launch the Ian Frazer Centre for Children's Immunotherapy Research Working with Children's Health Queensland, develop strategies and ideas to partner with local hospital and health services to make state-wide impact in paediatrics Work with Children's Health Queensland to develop a process, aligned to current Children's Health Queensland processes, to identify large scale equipment and capital works projects required in future years that philanthropy can support 	<ul style="list-style-type: none"> Focus on high value growth and acquisition across corporate partners and philanthropy Focus on high volume growth through new digital acquisition activities to increase regular giving and increase sustainable income Embed an integrated campaigns approach to provide cut-through in a competitive market and amplify our activities across all that we do Undertake a value proposition and brand evolution project to clarify our purpose, communicate our difference and connect with our audiences. Once developed embed across all that we do Review our operating model - including cost of fundraising, resource management allocation and use of unrestricted funding to increase transparency and reporting of return on investment and support sustainable funding 	<ul style="list-style-type: none"> Invest in the capability of our people and undertake a culture project to help build a strong and cohesive team, including refreshing our values Embed a culture of innovation and continuous improvement through increased training and support and drive the development of an innovation pipeline Develop a data framework and change management plan created to embed a consistent language around data across the Foundation Transform the way we work for greater efficiency and effectiveness through investing in a new constituent relationship management system and platform integration projects to deliver continuous improvement of processes and systems
Performance indicators	<ol style="list-style-type: none"> Deliver 110,000 patient and family support encounters that contribute to a positive patient experience Invest \$17.5 million for FY23 in direct support for sick kids and research 	<ol style="list-style-type: none"> Co-create three new areas of support or projects to pilot 	<ol style="list-style-type: none"> Fundraising revenue of \$13.7 million for FY23 	<ol style="list-style-type: none"> Increase organisation-wide employee engagement score to 75% Deliver two new projects from the innovation pipeline
Contribution to Queensland Government's objectives for the community – Unite and recover	Backing our frontline services Keeping Queenslanders safe	Backing our frontline services Keeping Queenslanders safe	Backing our frontline services Keeping Queenslanders safe	Keeping Queenslanders safe

Our values



Accountability
We aim to deliver high impact results, are accountable for our actions and resources and communicate this openly and honestly



Recognition & Respect
We are respectful in all our interactions and committed to recognising other and valuing their contributions



Care
We care for everyone we impact - the children always come first



Working together
We selflessly support and trust each other and our teams, share our ideas and goals, work hard, have fun, and celebrate our achievements



Excellence & Innovation
We strive for excellence, encourage innovation and develop our skills to achieve our best

Strategic risks The Children's Hospital Foundation maintains a risk register, which sets out the likely causes and controls for each strategic risk and is monitored by management and the Board.	<ul style="list-style-type: none"> The Foundation is unable to deliver on its purpose due to reduced access to the Children's Hospital because of COVID-19 The Foundation is unable to meet its annual income targets to support its purpose due to the economic impacts of COVID-19 Partnership between Children's Health Queensland and the Foundation is not effective due to lack of alignment between the organisations 	<ul style="list-style-type: none"> Failure to ensure the safety of children, families, staff, volunteers, and the public in the course of conducting their duties or interacting with the Foundation due to, for example, inappropriate behaviour of staff or volunteers Dishonest activity resulting in financial loss to the Foundation or theft or loss of credit card data, banking details or personal information held by the Foundation Failure to comply with key legislation, government policy, contracts and industry standards in a timely manner 	Strategic opportunities	<ul style="list-style-type: none"> Accelerate the shift to strategic partnering with Children's Health Queensland, recognising ours as the most significant partnership Develop and refine our outcomes, program of work, brand, and value proposition to donors Increase our capacity and capability to innovate, scale and manage impactful partnerships and collaborations across all our objectives 	<ul style="list-style-type: none"> Develop, implement, and refine clear and repeatable frameworks across our granting and service delivery to create focus and efficiencies Embed a culture of continuous improvements to streamline and automate processes and create efficiencies for scale and impact
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