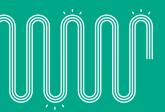
# Children's Hospital Foundation **Strategic Plan FY24-FY28**





**Our Vision Every child has every** chance to thrive

#### **Our Purpose**

We ignite and inspire generosity to improve the health and wellbeing of children and young people



We're delighted to share the Children's Hospital Foundation FY24-FY28 Strategic Plan.

Embarking on this journey has been a transformative experience. As a Foundation, we have taken this opportunity to reflect on who we are at our core, celebrate our spirit, and be brave in envisioning a stronger and more confident future. Our priorities represent not just our aspirations but our intent for the organisation we strive to become.

The commitment of our staff and volunteers to being a values-driven organisation has been unwavering and through the collective voices of all of our many diverse stakeholders, we have openly explored our true essence. This essence shines through in our strategy which encompasses who we are, how we operate within a complex network and how we uphold our core values.

The concentrated efforts and collaboration of our staff, volunteers, partners, community members and donors have been instrumental in shaping this new direction. We are immensely proud to be the philanthropic partner of Children's Health Queensland and over time, our goals will translate into key moments in our history that we can all look back upon and be proud of.

As we enter this new phase, our courage, conviction in our vision and dedication to partnerships reflects our commitment to operating as part of a constellation of individuals who care deeply about the health and wellness of young people.

As such, we have emerged as a stronger Foundation, with a profound confidence in our abilities, knowing that we can achieve our best when working together with our partners in facing the future and creating meaningful change. We embrace our new identity, we're ready to meet challenges head-on and we'll continue making a difference in the lives of children in Queensland and beyond.

Thank you to everyone who contributed and shaped our future - your voices, stories and experiences have set us apart and will continue to drive all that we do.



Dr Jane Black Chair

Lyndsey Rice



The plan aligns to the Government's Reform Agenda for Health (Q32 Reform Strategy) and considers the context of our Foundation and its operating environment. We ensure that the directions in this Plan reflect our ongoing commitment to respect, protect and promote human rights for everyone, everywhere, every day.



## **Opportunities**



**Driving stronger investment into digital** transformation with aligned data analytics and informatics capability



**Articulating our Children's Hospital** Foundation branding and positioning to create greater clarity around the role of our donors and supporters in contributing to the difference we make



Focus on leveraging partner channels, networks and staff engagement opportunities to expand our markets and support diversification



**Strengthening our internal management** systems to support efficiency, effectiveness and performance



#### **Risks**

Impacts on funding and 'giving fatigue'

Government changes, economic instability, natural disasters and political reforms have the potential to impact funding capabilities and increase giving fatigue

Digital considerations and cyber security

Reliance on Facebook as an acquisition channel alongside a rise in cyber criminal activity targeted towards charities

Balancing cadence of innovation and forward commitments

Ongoing legacy commitments requiring funding hamper our ability to fundraise for new initiatives which may impact fundraising innovation and new opportunities

Stakeholder relationships and differentiating in the market

Differentiating Children's Hospital Foundation while maintaining strong relationships with key stakeholders in line with increased service delivery and profile expectations

We contribute to the Government sub-objective of **Keeping Queenslanders Safe** by delivering on the Foundation's objectives to Deliver life-enhancing impact and Develop and nurture powerful and dynamic partnerships.

# **Children's Hospital Foundation Strategic Plan FY24-FY28**



#### Ignite and inspire generosity

- Grow unrestricted funding to increase the impact for children and young people
- Diversify the fundraising portfolio, leveraging digital transformation, to build our brand, tell our story and grow our supporter base
- Grow philanthropy income through leveraging networks
- Align the motivations and generosity of our

# **Our priorities**

- Underpin all impact delivery through an outcomes framework to strengthen decision-making and accountability
- 2 Deliver inclusive and holistic social wellbeing programs that improve the health journey for children and families
- 3 Fund impactful clinical care programs, research and equipment that promote health equity and lead to better health outcomes for children and young people
- In collaboration with Children's Health Queensland staff, respond to the voices of patients and families/carers through improved services, initiatives and support programs

# **Key success factors**

**✓** All approved funding applications meet or exceed the 2023 framework criteria

**Deliver life-enhancing impact** 

- Impact reporting follows monitoring, evaluation and learning principles with defined outcomes and targets
- Maintain high engagement and satisfaction ratings of greater than 4.5/5
- **Expand Children's Hospital Foundation** program offerings across Children's **Health Queensland facilities**

supporters with the change they want to see, the impact they want to achieve

Attract and empower amazing people

# Be Purposeful

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### Develop and nurture powerful and dynamic partnerships

- Enable a purpose-led, safe, inclusive and strengths-based culture
- Invest in our team's capability and growth to deliver our priorities
- Ensure child safety and wellbeing is at the forefront of everything we do
- Build on our commitment to diversity, inclusion, equity and belonging

#### **Key success factors**

**Key success factors** 

by 15% by FY28

✓ Increased fundraising revenue and

Diversified fundraising revenue

funding to 70% by FY28

Increased funds raised from

channels to 50% by FY28

mass audiences through digital

net contribution from fundraising

and increased proportion of untied

Increased brand awareness to 67%

and consideration to 56% by FY28

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- ✓ Increased staff engagement to 80% by FY28
- Increased volunteer engagement to 80% by FY28
- Increased and evolved diversity, inclusion and equity initiatives

- Collaborate generously with organisations who share our vision, and play a leadership role in the Queensland philanthropic space
- 2 Strategically align with Children's Health Queensland to identify highest priority needs
- 3 Build and grow innovative and agile funding partnerships focused on shared value
- 4 Explore government partnership opportunities to improve health and wellbeing outcomes

#### **Key success factors**

- ✓ Increased number of partnerships within the ecosystem
- ✓ Government funding enhanced and measurable outcomes in place
- mechanisms and systems that identify and appropriately align funding allocations to where it is most needed

#### Our enablers

### Our commitments

Financial resilience

We are here for children and young people and always put them first

# Digital capability

We are conscious and considerate of our impact on the environment and society

We will partner with Children's Health Queensland to improve health outcomes of **Aboriginal and Torres Strait Islander Peoples** 

> Be Curious and **Be Collaborative** Courageous

**Operational excellence** 

#### **Our values**

We support health equity

and equality