

**Children's Hospital  
Foundation Queensland**

**Annual Report  
2023–2024**

Information about consultancies, overseas travel and the Queensland language services policy is available at the Queensland Government Open Data website (<https://data.qld.gov.au>).

An electronic copy of this report is available at [www.childrens.org.au](http://www.childrens.org.au). Hard copies of the annual report are available by phoning (07) 3606 6100. Alternatively, you can request a copy by emailing [info@childrens.org.au](mailto:info@childrens.org.au).

The Queensland Government is committed to providing accessible services to Queenslanders from all culturally and linguistically diverse backgrounds. If you have difficulty in understanding the annual report, you can contact us on telephone (07) 3606 6100 and we will arrange an interpreter to effectively communicate the report to you.



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ISSN 2652-9130 (online)

The Children’s Hospital Foundation acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation and the continuation of cultural, spiritual, and educational practices of Aboriginal and Torres Strait Islander peoples.

# Letter of compliance

04 September 2024

The Honourable Shannon Fentiman MP  
Minister for Health, Mental Health and Ambulance Services and Minister for Women  
GPO Box 48  
Brisbane QLD 4001

Dear Minister

I am pleased to submit for presentation to the Parliament the Annual Report 2023–2024 and financial statements for the Children’s Hospital Foundation Queensland.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements is provided at page 19–20 of this annual report.

Yours sincerely



Dr Jane Black  
Chair  
Children’s Hospital Foundation Queensland

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## From the Chair and Chief Executive

As we reflect on the past year, we are filled with a profound sense of pride. We are delighted to share with you the highlights of our journey in this Annual Report – a testament to the collective efforts of our dedicated community, from our volunteers to our generous donors and partners.

This year has been marked by significant achievements and milestones in bettering the outcomes possible for sick and injured children.

In March, we relaunched the Mary McConnel Career Boost Program to provide financial support to women in paediatric research in the pre-PHD through to early and mid-stages of their careers.

In May, we launched the Queensland Children’s Hospital ACTION Centre, in partnership with Children’s Health Queensland. Thanks to the ACTION Centre, advanced therapies and clinical trials will be offered to children living with rare diseases and complex illnesses, leading to potentially life-changing treatments.

These two pivotal initiatives would not be possible without the generous support of our philanthropic network that includes our Sapphire Committee who collectively have raised over \$600,000 and our Legacy Advisory Committee who have brought in over \$150k through in-kind support and donations.

At the end of the Financial Year, our incredible community have raised \$15.9 million, including a generous donation of \$1.5 million from the Queensland Government. This life-changing support allows us to continue to be ambitious in our aspirations for sick children and young people.

We would also like to acknowledge and express our deepest gratitude to our honorary Children’s Hospital Foundation Board Members who bring a wealth of experience, wisdom, and passion to our cause. Their contributions - whether through strategic insights, influential connections, or encouragement - have been instrumental in advancing our goals and enhancing our impact over the past year.

Finally, we would like to thank Children’s Health Queensland and the Queensland Children’s Hospital staff and Board for their unwavering support of the Foundation. Our partnership remains our utmost priority. We are immensely proud of being their philanthropic partner and our strategic focus will continue to be on delivering life-enhancing impact through igniting and inspiring generosity from our community.

**Dr Jane Black**  
Chair  
Children’s Hospital Foundation  
Queensland

**Lyndsey Rice**  
Chief Executive Officer  
Children’s Hospital Foundation  
Queensland

## About us

The Children's Hospital Foundation is the charity dedicated to raising funds for Queensland's sickest kids, proudly working alongside the Queensland Children's Hospital and statewide with Children's Health Queensland.

The Children's Hospital Foundation funds cutting-edge equipment, vital research and on the ground support for kids with all illnesses, injuries and conditions, throughout Queensland and northern New South Wales.

The Children's Hospital Foundation was established in 2011 by the *Hospitals Foundations Regulation 2005*, made under section 7 of the *Hospitals Foundations Act 1982*, as the Children's Health Foundation Queensland. Its name was formally amended to Children's Hospital Foundation Queensland by the *Hospitals Foundations Regulation 2015*. The Children's Hospital Foundation's governing legislation is the *Hospital Foundations Act 2018*.

## Vision, Purpose, Values

### 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.

### Our values

- **Be Purposeful**  
We focus on solutions, make informed choices, prioritise work of the greatest value and do everything we can to make an even bigger impact for sick kids.
- **Be Wholehearted**  
We are here for the kids and always put them first. We are generous, authentic, and champion acts of kindness. We each play a role in making the Foundation a caring, innovative, and purposeful place to work.
- **Be Collaborative**  
We seek what is best for the Foundation and assume positive intent. We share information, ideas, and knowledge openly and proactively. We embrace our collective strengths and celebrate individual and organisational success.
- **Be Curious and Courageous**  
We seek diverse voices to understand current and future needs. We think differently, move quickly and act with intent. We challenge the status quo, listen with curiosity, speak with honesty and act with integrity.

## **Associated Hospital and Health Service**

The Children's Hospital Foundation's associated Hospital and Health Service is Children's Health Queensland Hospital and Health Service (Children's Health Queensland).

A specialist statewide hospital and health service, Children's Health Queensland is dedicated to caring for children and young people from across Queensland and northern New South Wales. As a recognised leader in paediatric healthcare, education, and research, it delivers a full range of clinical services, tertiary level care and health promotion programs.

Children's Health Queensland provides an integrated network of care and services through the Queensland Children's Hospital, Jacaranda Place, the Ellen Barron Family Centre, and other community-based child health and mental health services across Queensland, including specialist outreach and telehealth services.

Children's Health Queensland works with the 15 other hospital and health services in the state to improve access to high quality healthcare for every child and young person, regardless of where they live.

### **Queensland Children's Hospital**

The Queensland Children's Hospital in South Brisbane provides specialist care for the sickest and most seriously injured children from across Queensland and northern New South Wales. It is one of Australia's largest and most advanced paediatric health facilities and a centre for teaching and research. On any given day, the team at the hospital will treat more than 200 children in its emergency department, see 1,000 children for outpatient appointments and care for more than 200 children in the inpatient wards. It houses the busiest Paediatric Intensive Care Unit in Australia, providing life-saving care to more than 1,800 critically injured and sick kids every year.

### **Centre for Children's Health Research**

The Centre for Children's Health Research (Centre) is built on a partnership between Queensland Health, Children's Health Queensland, Queensland University of Technology, The University of Queensland, the Translational Research Institute and Pathology Queensland.

Co-located with Queensland's only tertiary and quaternary paediatric hospital, the Queensland Children's Hospital, the Centre is an integrated hub of specialist knowledge dedicated to improving the health of children and facilitating the best opportunities for collaborative research projects. It is Queensland's first integrated research facility dedicated to generating internationally competitive research for advances in child and adolescent health.

The nine-level centre houses wet and dry laboratories, pathology services, a gait laboratory, a nutrition laboratory, and the Queensland Children's Tumour Bank, funded by the Children's Hospital Foundation, which provides a tissue repository for national and international cancer research.

## **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 social media 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.

## Queensland Government objectives for the community

The Children’s Hospital Foundation supports the Queensland Government’s objectives for the community: *Good jobs, Better Services, Great Lifestyle*, and the sub-objective: *Keeping Queenslanders safe*, through implementation of the Strategic Plan 2024–2028, by:

- Igniting and inspiring generosity
- Delivering life-enhancing impact
- Developing and nurturing powerful and dynamic partnerships
- Attracting and empowering amazing people



## Governance

<b>Children's Hospital Foundation Queensland</b>					
Act or instrument	<i>Hospital Foundations Act 2018</i>				
Functions	<p>The role of our Board includes:</p> <ul style="list-style-type: none"> <li>• Maintaining high levels of accountability to our supporters, stakeholders and regulators</li> <li>• Protecting the integrity of the Children's Hospital Foundation</li> <li>• Setting the strategic direction for the Children's Hospital Foundation</li> <li>• Monitoring the performance of the Chief Executive Officer</li> <li>• Approving and monitoring the Children's Hospital Foundation's annual budget and financial and other reporting</li> <li>• Monitoring the performance of the Children's Hospital Foundation, including its fundraising performance, against key performance indicators</li> <li>• Reviewing, ratifying, and monitoring systems of risk management and internal control, audit, and legal compliance</li> <li>• Contributing to fundraising activities of the Children's Hospital Foundation.</li> </ul>				
Achievements	Reported throughout the Annual Report.				
Financial reporting	The Foundation's financial statements are prepared in accordance with Australian Accounting Standards (as issued by AASB), the <i>Financial and Performance Management Standard 2019</i> of the <i>Financial Accountability Act 2009</i> and the <i>Australian Charities and Not-for-profits Commission Act 2012 and Regulation 2022</i> .				
<b>Remuneration</b>	Board members elect to serve in a voluntary capacity and receive no fees for their services on the Board or committees.				
Position	Name	Meetings / sessions attendance	Approved annual, sessional, or daily fee	Approved sub-committee fees if applicable	Actual fees received
Chair	Jane Black	19 (6 Board / 13 Committee)	Nil	Nil	Nil
Deputy Chair	Sara Parrott	10 (6 Board / 4 Committee)	Nil	Nil	Nil
Member	Sharon Houghton	15 (6 Board / 9 Committee)	Nil	Nil	Nil
Member	Frank Tracey	5 Board	Nil	Nil	Nil
Member	Michelle Hannan	13 (5 Board / 8 Committee)	Nil	Nil	Nil
Member	Martin Byrne	2 Board	Nil	Nil	Nil
Member	Catherine Parker	10 (5 Board / 5 Committee)	Nil	Nil	Nil
Member	Cheryl Leavy	4 (2 Board / 2 Committee)	Nil	Nil	Nil
Member	Garth Wilshire	8 (4 Board / 4 Committee)	Nil	Nil	Nil
Member	Karina Hogan	6 (2 Board / 4 Committee)	Nil	Nil	Nil

Total out of pocket expenses	Nil
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## Our Board

Current Board members have been appointed by the Governor in Council (as recommended by the Minister for Health, Mental Health and Ambulance Services and Minister for Women) acting by and with the advice of the Executive Council under the provisions of the *Hospital Foundations Act 2018*.

2023–2024 Board meeting dates were:

- 24 August 2023
- 26 October 2023
- 14 December 2023
- 29 February 2024
- 24 April 2024
- 27 June 2024

## Membership

### Dr Jane Black

PhD BSW (Hons 1) Dip Rad

Appointed as Chair and Board member for a term 8 December 2022 to 30 September 2025. Jane was originally appointed as a Board member on 12 December 2019.

Jane has a longstanding career in clinical management of paediatric disorders, with particular application to the related supportive corporate activities. Subsequent to her initial oncology training, she has played a key role in the development of the Hear and Say Centre from its inception to its current leading place as the premier childhood deafness centre. Jane has a proven record of executive leadership having worked for both for-profit and not-for-profit organisations. She has a strong focus on health innovation and research, early intervention, and clinical ethics.

Jane is a member of the Remuneration and Nominations Committee and Finance, Audit and Risk Management Committee, and an ex-officio member of the Grants Committee.

### Sara Parrott

Appointed for a term 12 December 2019 to 30 September 2024. Sara was appointed Deputy Chair from 1 July 2021.

Sara is Chief Executive Officer of Hand Heart Pocket. Sara has more than twenty-five years' experience in sustainability, stakeholder relations, communication, and marketing, with both corporate and community organisations, holding staff and board positions.

Sara is Chair of the Grants Committee.

### Sharon Houghton

Appointed for a term 8 December 2022 to 30 September 2026. Sharon was originally appointed as a Board member on 12 December 2019.

Sharon is Chief Operating Officer at Aerofast Australia Pty Ltd allowing her to bring together years of business experience to ensure the efficient running of the business day-to-day as well as from a strategic perspective. Sharon moved to this role in January 2022 after having enjoyed over 25 years as a Chartered Accountant with BDO. Sharon's most recent role at BDO was as a Director in BDO's Healthcare team looking after large medical groups, hospitals, doctors, and allied health professionals. In an accounting and taxation environment. Sharon's advisory skills extend to management accounting and consulting, business structuring, personal wealth creation, self-managed superannuation, business succession planning, family business and indirect taxation.

Sharon is Chair of the Finance, Audit and Risk Management Committee and a member of the Remuneration and Nominations Committee.

**Adjunct Professor Frank Tracey**

Appointed for a term 12 December 2019 to 30 September 2024.

Frank is the Health Service Chief Executive at Children's Health Queensland Hospital and Health Service. He has 40 years' experience working in health systems which includes executive roles in large health organisations and the non-government sector. He has a clinical background in nursing and holds advanced qualifications in health management and governance. His extensive experience in health commissioning and provision in clinical and community settings is complemented by strong executive management and leadership skills.

**Dr Michelle Hannan**

BMedSc (Hons) MBBS/BSc DCH MPH&TM MIDI MHM AFRACMA FACRRM GAICD

Appointed for a term 12 December 2019 to 30 September 2024.

Michelle is a passionate advocate for rural health, especially around issues of equitable provision of healthcare in rural communities and in overcoming barriers to accessing healthcare services for rural people. Michelle sits on the Board of the Australian College of Rural and Remote Medicine, and previously served on the boards of the Rural Doctors Association of Tasmania, the Rural Doctors Association of Australia, and General Practice Training Tasmania.

Michelle is Chair of the Remuneration and Nominations Committee and a member of the Grants Committee.

**Garth Wilshire**

BBus FGIA MICDA MACS(Snr)

Appointed as a Board Member for a term 8 December 2022 to 30 September 2025.

Garth is an experienced Information and Technology executive with over 30 years' experience in public, not-for-profit and private sectors.

He is currently the Chief Information Officer at Queensland Fire and Emergency Services where he has been setting the strategy and delivery of digital initiatives. Prior to that, Garth has held executive roles in Brisbane City Council, UnitingCare Queensland and Rio Tinto. Garth has extensive experience in strategic planning, roadmap development, portfolio management, risk management and service delivery. Garth is a member of the Finance, Audit and Risk Management Committee.

**Catherine Parker**

Appointed for a term 8 December 2022 to 30 September 2026. This is Catherine's first term of appointment.

Catherine is an effective, accomplished and well credentialed risk executive with experience in investment management, financial services and enterprise-wide risk governance specialties focused on embedding risk management frameworks organisationally and using influencing and communication skills to strengthen risk culture.

Catherine is Cromwell Funds Management's first Australian designated head of risk, responsible for their enterprise-wide risk management and compliance functions, especially relating to its Australian Financial Services Licence obligations. Catherine is also a director on several not-for-profit boards, including YMCA Brisbane and Mercy Partners.

Catherine is a member of the Finance, Audit and Risk Management Committee.

### **Cheryl Leavy**

Appointed for a term 8 December 2022 to 30 September 2026. Cheryl's term as Board member ended on 21 May 2024.

### **Karina Hogan**

Appointed for a term from 1 February 2024.

Karina is a proud First Nations and South Sea Islander woman, deeply rooted in her ancestral connections to northern New South Wales.

She has extensive experience in media and governance and has made significant contributions to the industry. As well as being a member of the Children's Hospital Foundation Board, she is a Children's Health Queensland Board member, esteemed ABC journalist and holds prominent leadership positions including, Chair of BlakDance, Non-Executive Director for ATSICHS Brisbane, a community-controlled organization and a Non-Executive Director for Deadly Coders, promoting digital literacy among Indigenous youth.

### **Committees**

Through committees established by the Board, the Children's Hospital Foundation can draw on the skills and expertise of Board members and other individuals to ensure that additional guidance and direction is provided in certain areas that the Board considers appropriate.

#### Finance, Audit and Risk Management Committee

Purpose: To assist the Board in its governance role and in fulfilling its statutory and fiduciary duties relating to the internal control and risk management framework, the reporting of financial information, the oversight of investments, the independence and effectiveness of audit and compliance with laws, regulations, and internal policies.

Members:

- Sharon Houghton (Chair)
- Jane Black
- Catherine Parker (from 18 January 2023)
- Garth Wilshire (from 18 January 2023)

#### Grants Committee

Purpose: To identify potential research projects suitable for investment, recommend which projects to fund and report to the Board on outcomes from research funded by the Children's Hospital Foundation. The Committee will also identify potential equipment and health services research grants and make recommendations to the Board for funding.

Members:

- Sara Parrott (member for the full year and Chair from 18 January 2023)
- Michelle Hannan
- Jane Black (ex-officio) (from 8 December 2022)
- Cheryl Leavy (Until 16 February 2024)

#### Remuneration and Nominations Committee

Purpose: To provide oversight and guidance around the Children's Hospital Foundation's remuneration and nominations policies and practices.

Members:

- Michelle Hannan (member for the full year and Chair from 18 January 2023)
- Jane Black (Chair until 18 January 2023)
- Sharon Houghton
- Karina Hogan (from 9 April 2024)

## **Executive management**

### **Chief Executive Officer**

#### **Lyndsey Rice**

Lyndsey joined the Children's Hospital Foundation as Chief Executive Officer in May 2022. She brings with her a wealth of strong fundraising experience, having led the fundraising teams of successful not-for-profits including Oxfam, Children's Medical Research Institute, Sydney Children's Hospital Foundation and Cancer Council NSW. Lyndsey is recognised as a visionary leader with experience leading large multi-disciplinary teams throughout a career that spans international development, social service, health, medical research, and the arts. She is passionate about building inclusive, engaged and inspiring cultures to achieve the best possible outcomes.

Lyndsey holds a 1st Class BA Hons Degree in English Language and Literature, is a Graduate member of the Australian Institute of Company Directors and a Member of the Fundraising Institute of Australia, where she is also a volunteer mentor.

### **Chief Marketing and Fundraising Officer**

#### **Olivia Jary**

Olivia joined the Children's Hospital Foundation in September 2020 and finished in August 2023. Her responsibilities included creative, fundraising, marketing, and partnerships activities. Olivia finished with the Foundation in August 2023.

### **Chief Financial Officer**

#### **Kaelah Bosanquet**

Kaelah commenced with the Children's Hospital Foundation in September 2021 and is responsible for financial operations, information technology and projects. Kaelah finished with the Foundation in December 2023.

### **Chief Operating Officer**

#### **Simon Smith**

Simon commenced with the Children's Hospital Foundation in June 2024 and is responsible for financial operations, information technology, and risk & compliance and is the Company Secretary.

### **Director of People and Culture**

#### **Rachael Murphy**

Rachael joined the Children's Hospital Foundation in 2013 and is responsible for people and culture, including employees and volunteers.

### **Director of Impact**

#### **Nick Van Dyke**

Nick joined the Children's Hospital Foundation in August 2002 and has been the Director of Patient and Family Support, responsible for patient and family support services and programs, including management of volunteers. From May 2023, Nick was appointed the Director of Impact, which is responsible also for managing our portfolio of research and grants and developing an impact framework for the organisation.

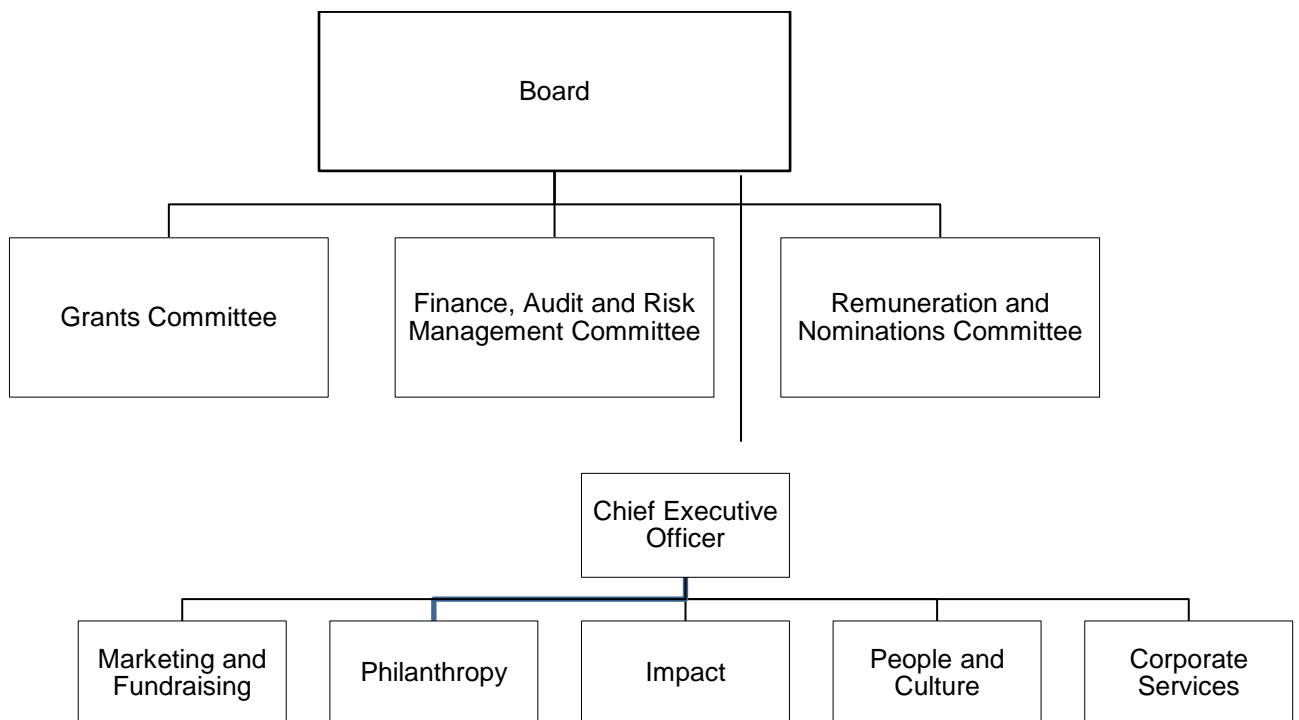
### **Director of Philanthropy and Government Relations**

Nadine Moore joined the Children's Hospital Foundation in June 2022 and is responsible for the Philanthropy portfolio which includes Major donors, Trust and Foundations, Legacy Advisory Committees, Sapphire Committee, Bequests, and Government Relations.

### **Director of Fundraising and Marketing**

Jennifer Birks joined the Children's Hospital Foundation in November 2023 and is responsible for the Marketing and Fundraising Teams.

## Organisational structure and workforce profile



### Strategic workforce planning and performance

The Children’s Hospital Foundation is dedicated to being an inspiring and meaningful place for both work and volunteerism, where we nurture and empower our diverse team to achieve our strategic goals. This year’s workforce priorities were directly in line with the Foundation’s five-year strategic plan and key success factors.

As of 30 June 2024, the number of full-time equivalent employees was 31. Eighty-six per cent of the Children’s Hospital Foundation’s employees are female. Sixty-six per cent of the senior leadership team is female, including our Chief Executive Officer.

In line with our strategic priorities, the Children’s Hospital Foundation aims to enable a purpose led, safe, inclusive, and strengths-based culture. We understand that a safe workspace is foundational to employee well-being and productivity, and we adhere to rigorous health and safety standards to ensure that every team member can perform their duties without concern. Equally, we recognize the importance of flexibility in today’s dynamic work landscape. By offering flexible working hours, job sharing, hybrid work options, and a supportive approach to work-life balance. We empower our employees to manage their responsibilities in a way that best suits their personal and professional needs. This focus on our culture not only enhances job satisfaction but also drives innovation and engagement within our team. Currently, twenty-five per cent of team members are part-time. In addition, the Foundation supports its staff through paid parental leave and graduated return to work options for those returning to the workforce.

Our organisation is unwavering in its commitment to diversity, equity, inclusion, and belonging, recognising these principles as central to our success and growth. We actively cultivate a diverse workforce of staff and volunteers, which reflects a broad spectrum of perspectives, experiences, and backgrounds. Inclusion is integral to our culture; we ensure that every individual feels valued, respected, and empowered to contribute their unique talents. Through targeted initiatives, ongoing education, and open dialogue, we strive to create a sense of belonging where everyone can thrive and achieve their full potential. This ranged from cultural capability and domestic and family violence

training to recognising NAIDOC week, LGBTIQ+, Mental Health Awareness month and various others.

A new performance framework and system was piloted this year. It was designed, in consultation, to elevate our organizational effectiveness and foster individual growth. This innovative approach integrates clear, measurable objectives with real-time feedback mechanisms, ensuring that each team member has a transparent understanding of their goals and how they align with our overall mission. The system emphasizes continuous improvement and development, offering regular, constructive feedback to support personal and professional advancement. Additionally, it provides tools for managers and employees to collaboratively set goals, track progress, and celebrate achievements. By implementing this new framework, we aim to enhance productivity, boost engagement, and create a more dynamic and responsive work environment that adapts to both evolving business needs and individual aspirations.

This year volunteer management was centralised under the People and Culture team, in a shift to have a total workforce view. Over the course of the year, the team have completely redesigned our volunteer management framework and practices whilst providing both the best possible experience to our volunteer workforce. A significant piece of work was the design and implementation of a new volunteer management system. The new system will provide a centralized platform for recruiting, onboarding, compliance and tracking volunteer activities, making it easier for both volunteers and coordinators to manage schedules, access resources, ensure consistency and communicate effectively. The redesigned processes include improved tools for matching volunteers with opportunities that align with their skills and interests, as well as enhanced compliance, support, and recognition mechanisms to ensure their contributions are acknowledged and valued. By integrating these advancements, we are committed to creating a more engaging, efficient, and rewarding experience for our volunteers, driving greater engagement, impact, and success in our mission.

### **Early retirement, redundancy, and retrenchment**

During the period, 10 employees received redundancy packages at a cost of \$477,535. This was due to operational requirements, which involved restructuring of the Fundraising, Marketing and Philanthropy teams.

### **Open Data**

The Children's Hospital Foundation has Open Data to report on Consultancies and the data can be found on the Queensland Government Open Data Portal (<https://data.qld.gov.au>). The Children's Hospital Foundation has no Open Data to report on Overseas Travel or *Queensland Language Services Policy*.

### **Risk management**

The Board, through the Finance, Audit and Risk Management Committee, monitors and addresses key risks pertaining to the Children's Hospital Foundation.

Operationally, the Committee discusses, reviews, and identifies actions required to manage risks in strategic areas including innovation, financial sustainability, governance and compliance, stakeholder relationships, reputation, and cyber security. The Children's Hospital Foundation's risk management philosophy is to identify, assess and control those risks that may affect the achievement of strategic objectives. The risk management system incorporates a Risk Register and Risk Appetite Statements.

## **Audit committee and internal audit**

The Finance, Audit and Risk Management Committee provides assurance and assistance to the Chief Executive Officer and the Board on:

- Risk, control and compliance frameworks
- External accountability responsibilities as prescribed in the *Financial Accountability Act 2009*, *Auditor-General Act 2009*, *Financial Accountability Regulation 2019*, *Financial and Performance Management Standard 2019*, the *Australian Charities and Not-for-profits Commission Act 2012* and *Regulation 2022*.

Regular internal audits relevant to each risk item on the Children's Hospital Foundation's risk register are undertaken by management and reviewed by the Finance, Audit and Risk Management Committee. These reviews are used to identify and track improvements in the control environment.

The Committee met five times during 2023–2024.

## **External scrutiny**

An external audit was conducted by a designate of the Queensland Audit Office. An unqualified audit opinion was issued on the 2023–2024 financial statements.

## **Information systems and recordkeeping**

The Children's Hospital Foundation is committed to improving record keeping practices to comply with the *Public Records Act 2002* and the Queensland State Archives *Records Governance Policy*. The Children's Hospital Foundation's *Recordkeeping Policy* applies to digital and paper records and ensures the Children's Hospital Foundation's compliance with the *Public Records Act 2002* including record retention in accordance with the relevant retention and disposal schedules.

All new staff are trained on the Children's Hospital Foundation's electronic document management system and their roles and responsibilities in relation to the system and records created. The Chief Executive Officer is informed regularly of updated record keeping requirements via the Office of the State Archivist.



## Queensland Public Service ethics and values

The five Queensland public service values are reflected in the Children’s Hospital Foundation’s vision, purpose, and values statements:

Customers first	We care for everyone we impact – the children always come first
Ideas into action	We support and fund world-class research
Unleash potential	We strive for excellence and encourage innovation and develop our skills to be our best
Be courageous	We selflessly support and trust each other and our teams
Empower people	We aim to deliver high impact results

The Children’s Hospital Foundation is committed to upholding the values and standards of conduct outlined in the *Code of Conduct for the Queensland Public Service (Public Sector Ethics Act 1994)*. The Children’s Hospital Foundation’s *Code of Conduct* reflects the principles of integrity and impartiality, promoting the public good, commitment to the system of government, accountability, and transparency.

All employees, volunteers and representatives of the Children’s Hospital Foundation have an obligation to comply with the *Code of Conduct*. The *Code of Conduct* is supported by the Children’s Hospital Foundation’s policies and procedures. All Children’s Hospital Foundation employees are required to undertake training on the *Code of Conduct* during induction and to sign an acceptance upon appointment which states they will abide by the *Code of Conduct*.

## Human Rights

The Children’s Hospital Foundation recognises and is committed to ensuring our policies and practices protect the dignity and worth of all human beings. We did not receive any human rights complaints in 2023–2024.

## Performance

### Achievements

Our Impact Programs team achieved so much for children and families. Highlights include:

- Approximately 291 volunteers committed 18,623 hours of support
- Over 8,460 free meals provided to families in the Queensland Children's Hospital. Our partnership with FareShare continues the legacy of the Scarlett May Foundation, providing free nutritious meals to families in hospital
- 4,942 craft packs were provided to inpatient units and outpatient clinics
- 14,074 families were supported while their child was undergoing surgery
- 2,596 handmade quilts were donated from the community and gifted to children
- 8,284 children and 5,199 adults visited our Kidzone playroom
- 18,351 toys, books and games loaned to inpatients including digital distraction devices and play-ability toys
- 12,590 Bravery Beads awarded to recognise the incredible strength and bravery of patients and their siblings
- 2,311 cuddles provided to babies through our Cuddle Carer program
- 37,653 families were assisted by our Wayfinders
- Over 3000 one-on-one moments of wellbeing support to families
- Supporting Juiced TV with engaging over 890 kids during 450 hours of filming to create 113 segments and 89 filming days at the Queensland Children's Hospital.

Notable in the last year was the launch of the CHQ ACTION Centre (Advanced therapies and Clinical Trials InnovatiON). With start-up financial support of \$400k provided by the Foundation, the Centre has been established to provide centralised clinical trials services for clinicians and academic institutions to conduct specialised, advanced therapies and other clinical trials at CHQ, and to ensure Queensland children can participate in local clinical trials. Advanced Therapies, such as gene therapy, immunotherapy, phage therapy, molecularly targeted drugs, and innovative devices, have the potential to cure children with rare diseases and life limiting/threatening diseases or significantly improve their quality of life.

After pausing our Mary McConnel Career Boost Program for Women in Paediatric Research scheme for the last 2 years, CHF secured funding from a new partner, DISSH (\$150k per year for the next three years), to reinstate the scheme in FY24. Instead of reinstating the scheme in its previous format, CHF made the decision to change the scope of the scheme to better align it with CHQ's strategic research priorities, and to make it more accessible to female researchers at all stages of their research careers. Changes to the scheme will continue to recognise the unique needs and circumstances of women navigating a career in research and our intent is to help strengthen the hospital's research workforce, and the impact to patients.

Thanks to the partnership between the Foundation and Queensland Health, Orygen Digital has now completed a two-year pilot project to deliver their Moderated Online Social Therapy (MOST) model in the Queensland context. The Q-MOST pilot was offered as an adjunct and complementary option of supporting existing face-to-face clinical treatment and care provided by seven Hospital and Health Services and their local headspace centres, enabling over 1,500 young Queenslanders timely access to mental health support through Orygen Digital's MOST digital platform. Queensland Health have committed ongoing support for the expansion of the MOST platform across the state.

## Strategic objectives and performance indicators

### 1. Deliver life-enhancing impact

Objectives:

- Maintain high engagement and satisfaction ratings of greater than 4.5/5 across our Impact Programs
- Develop and implement Impact Strategy by FY24 Q4 and ensure 100% of renewed or new grants and programs have outcome monitoring and evaluation processes embedded into agreements

Outcomes 2023–2024:

- The development of the Impact Strategy was deprioritised during this period to allow capacity to refine and consolidate the Foundations grants portfolio. The Impact Strategy will be finalised in FY25.
- All new grant applications, agreements and reporting templates were updated to reflect our Impact Measurement Framework and MEL principles
- All that we do for families is guided by our Outcomes Measurement Framework which was built in collaboration with families, volunteers, and Children’s Health Queensland staff. Our programs are designed to deliver inclusive and holistic social wellbeing outcomes that improve the health journey for children and families.
- Our services and programs delivered over 127,350 interactions with patients and families and achieved 4.7/5 satisfaction rating
- \$2.25 million was provided to deliver our patient and family support programs, which enabled 127,350 positive interactions with patients and families.
- We funded \$4.9 million into research grants, \$2.1 million into health and medical services, and \$1.3 million into equipment.
- Volunteer recruitment intakes occurred throughout the year, and we onboarded 138 new volunteers who are committed to providing the best possible experience for patients and families.

### 2. Develop and nurture powerful and dynamic Partnerships

Objectives:

- Develop a State and Federal government strategy resulting in a minimum contribution of \$1.5 million
- Co-design 3 partnership plans with CHQ by Q3 to reflect the strategic priorities of workforce engagement, patient experience, and Aboriginal and Torres Strait Islander health, and begin implementation of plans by Q4

Outcomes 2023–2024:

- We developed and submitted a 4-year funding proposal for \$10 million to the State government to ensure security and continuity of funding. The \$1 million uplift was to address the inflation shortfall that has reduced the funding over the last 10 years. The government declined the multi-year proposal and \$2.5 million uplift. We were awarded \$1.5 million in line with previous funding over the last 10 years.
- We successfully co-designed 3 partnership plans with the CHQ executive team and achieved several milestones under these plans.
  - To support the Aboriginal and Torres Strait Islander Partnership Plan we contributed funding towards the Footprints Indigenous Cadetship program, Cultural Welcome Packs, purchased First Nations quilts and swaddling for the CHQ retrievals service, provided support for the hospital’s NAIDOC & NRW events, and secured funding for the Transport to Treatment initiative - all of which were priorities within CHQ’s Health Equity plan.

- To support the CHQ workforce engagement plan we provided support to new CHQ nursing staff by delivering fun treasure hunts as part of their induction process, provided corporate giveaways to staff for International Nurses Day and Admin Professionals Day, created staff photography and volunteering opportunities, and increased the regular provision of toys and resources to hospital units, clinics and community sites.
- To support the patient experience plan we delivered a record number of interactions with patients and families through our suite of Impact programs, co-designed a new Family Concierge service, funded the upgrade of the hospital's Patient Entertainment System, expanded our free frozen meal service, piloted a new Phlebotomy support service, funded Juiced TV, and collaborated on planning for the hospital's 10th Birthday celebrations.

### **3. Ignite and inspire generosity**

Objectives:

- Deliver \$6.15 million in net fundraising income. NB target includes GIW but excluding Government income
- Increase proportion of untied funding to 60% (up from 41% in FY23)

Outcomes 2023–2024:

- The new Sapphire Committee generated over \$1 million in revenue in their first year of fundraising, including a \$150k for the Ian Frazer Centre for Immunotherapy.
- The inaugural Sapphire Gala raised \$570k which funded the launch of the (ACTION Centre) Advanced Gene Therapies and Clinical Trials for Children's Health
- This year the Trust and Foundation portfolio generated over \$861,715. Notably the Sapphire Committee secured a funder for the Mary Mc Connel Career Boost Program to support female researchers valued at \$450k over the next three years.
- The new CHF Legacy Advisory raised \$150k throughout 2025
- Total fundraising income generated through Bequests this year was higher than expected with revenue totalling \$4.68 million
- Delivered Partnership revenue of \$6.4 million which was slightly lower than 2023
- Total fundraising revenue of \$15.9 million. This is higher than originally anticipated due to an increase in Gifts in Wills received during 2023-24.
- A new five-year fundraising growth strategy has been developed and the focus into 2024–2025 will be embedding the new strategy which focuses on growth through mass market channels. The Foundation will use its new customer relationship management system to further improve fundraising through improved data insights and targeting.

### **4. Attract and empower amazing people**

Objectives:

- Maintain staff engagement at 71%
- Develop volunteer engagement strategy

Outcomes 2023–2024:

The Foundation deferred its annual engagement survey to FY25. This would allow time for the operational changes to be embedded and provide an accurate measure.

## Financial summary

### Comparison with previous period

The table below provides a comparison of actual results for the 2023–2024 year with the previous financial year.

Financial Year	2022–2023	2023–2024
<b>Total Income</b>	<b>\$15,056,205</b>	<b>\$18,779,411</b>
Operating expenses	\$9,606,753	6,463,923
Grant distributions	\$14,403,162	\$9,118,548
Patient and Family Support expenses	\$1,384,312	\$2,161,484
<b>Total Expenses</b>	<b>\$25,394,227</b>	<b>\$17,743,955</b>
<b>Total Comprehensive Income/(Loss)</b>	<b>(\$10,338,022)</b>	<b>1,035,456</b>
<b>Net Assets</b>	<b>\$30,060,806</b>	<b>\$31,096,262</b>

### Income

The Children’s Hospital Foundation’s revenue predominantly comes from funds raised through the generous support of the community and investment income. 2023–2024 saw \$15.9 million raised through fundraising. Fundraising income is up on the 2022-23 year due to receiving a significantly higher Gifts in Wills totalling \$4.4 million.

Financial income from interest earnings was stronger in 2023-24 due to higher interest rates on deposits. Other income is up \$1.3 million due to an increase in the measurement and recognition of services received free of charge related to essential goods and services donated to the hospital, including volunteer hours contributed. As these are in kind services there is also a corresponding increase in in kind expenses for this amount.

### Expenses

The Foundation has actively sought to reduce both operating costs and re-prioritise its grants expenditures, with the reduction in grant distributions in 2023-24 consistent with this focus.

Overall, expenses were \$7.6 million less than the 2023–2024 financial year. This was primarily due to decreased distribution of grants (down \$5.3 million) and decreased in operating expenses (down \$3.1 million) derived through a reduction in employee expenses and operating efficiencies.

### Net assets

The Children’s Hospital Foundation’s net assets increased by a net surplus of \$1.03 million, from \$30.1 million to \$31.1 million. The net surplus is due to an uplift in Gifts in Wills revenue, a reduction in impact distributions, and a reduction in operating costs as above. The Foundation maintains a solid financial position and was able to pay its debts as and when they fell due throughout the reporting period.

A review of the Foundations investment portfolio informed a change in the composition of investment assets, ensuing a transfer of \$7.6 million from cash to financial assets during the year.

A significant portion (76 per cent) of the Children's Hospital Foundation’s net assets are forward commitments to multi-year research contracts and long-term endowments. The remainder is retained as financial reserves which are funds retained to ensure sustainability and to help meet forward commitments. Holding funds in reserve helps the Foundation operate effectively in times of economic difficulty, cover unforeseen or unplanned future costs that may arise, and facilitate planning for major

works or activities in the future.

## **Financial statements**

The annual financial statements for the Children's Hospital Foundation Queensland for the 2023–2024 financial year are included in the Appendix of this Annual Report.

## Compliance checklist

Summary of requirement		Basis for requirement	Annual report reference
<b>Letter of compliance</b>	A letter of compliance from the accountable officer or statutory body to the relevant Minister/s	ARRs – section 7	Page ii
<b>Accessibility</b>	<b>Table of contents</b>	ARRs – section 9.1	Page iii
	<b>Glossary</b>		Page 21
	<b>Public availability</b>	ARRs – section 9.2	Page i
	<b>Interpreter service statement</b>	<i>Queensland Government Language Services Policy</i> ARRs – section 9.3	Page i
	<b>Copyright notice</b>	<i>Copyright Act 1968</i> ARRs – section 9.4	Page i
	<b>Information Licensing</b>	<i>QGEA – Information Licensing</i> ARRs – section 9.5	Page i
<b>General information</b>	<b>Introductory Information</b>	ARRs – section 10	Page 1-2
<b>Non-financial performance</b>	<b>Government’s objectives for the community and whole-of-government plans/specific initiatives</b>	ARRs – section 11.1	Page 5
	<b>Agency objectives and performance indicators</b>	ARRs – section 11.2	Pages 15-17
	<b>Agency service areas and service standards</b>	ARRs – section 11.3	Not applicable
<b>Financial performance</b>	<b>Summary of financial performance</b>	ARRs – section 12.1	Page 18
<b>Governance – management and structure</b>	<b>Organisational structure</b>	ARRs – section 13.1	Page 11
	<b>Executive management</b>	ARRs – section 13.2	Page 10
	<b>Government bodies (statutory bodies and other entities)</b>	ARRs – section 13.3	Page 6
	<b>Public Sector Ethics</b>	<i>Public Sector Ethics Act 1994</i> ARRs – section 13.4	Page 14
	<b>Human Rights</b>	<i>Human Rights Act 2019</i> ARRs – section 13.5	Page 14
	<b>Queensland public service values</b>	ARRs – section 13.6	Page 14
<b>Governance – risk management and accountability</b>	<b>Risk management</b>	ARRs – section 14.1	Page 13
	<b>Audit committee</b>	ARRs – section 14.2	Page 13
	<b>Internal audit</b>	ARRs – section 14.3	Page 13
	<b>External scrutiny</b>	ARRs – section 14.4	Page 13
	<b>Information systems and recordkeeping</b>	ARRs – section 14.5	Page 13

Summary of requirement	Basis for requirement	Annual report reference
	<b>Information Security attestation</b>	ARRs – section 14.6 Not applicable
<b>Governance – human resources</b>	<b>Strategic workforce planning and performance</b>	ARRs – section 15.1 Page 12
	<b>Early retirement, redundancy, and retrenchment</b>	Directive No.04/18 <i>Early Retirement, Redundancy and Retrenchment</i> ARRs – section 15.2 Page 12
<b>Open Data</b>	<b>Statement advising publication of information</b>	ARRs – section 16 Page 12
	<b>Consultancies</b>	ARRs – section 31.1 <a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	<b>Overseas travel</b>	ARRs – section 31.2 <a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
	<b>Queensland Language Services Policy</b>	ARRs – section 31.3 <a href="https://data.qld.gov.au">https://data.qld.gov.au</a>
<b>Financial statements</b>	<b>Certification of financial statements</b>	FAA – section 62 FPMS – sections 38, 39 and 46 ARRs – section 17.1 Appendix
	<b>Independent Auditor’s Report</b>	FAA – section 62 FPMS – section 46 ARRs – section 17.2 Appendix

## Glossary

FAA	<i>Financial Accountability Act 2009</i>
FPMS	<i>Financial and Performance Management Standard 2019</i>
ARRs	<i>Annual report requirements for Queensland Government agencies</i>



## **Appendices: Financial Statements and FY24 Auditor's Report**