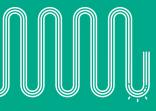
Children's Hospital Foundation Strategic Plan FY24-FY28

Reviewed March 2025



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 Blac



Lyndsey Rice CEO



Opportunities





- 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

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

Children's

2 Rapid digital, Al and cyber security advancements
Growing Al and digital channels, maintained reliance
on Facebook as an acquisition channel alongside a rise

in cyber-criminal activity targeted towards charities

- 3 Balancing cadence of innovation and forward commitments
 Ongoing legacy commitments requiring funding hamper
 - Ongoing legacy commitments requiring funding hamper our ability to fundraise for new initiatives which may impact fundraising innovation and new opportunities
- 4 Stakeholder relationships and differentiating in the market Differentiating Children's Hospital Foundation while maintaining strong relationships with key stakeholders (including other Foundations) in line with increased growth, impact and profile expectations



We support the Government's objectives for the community:

We support the Queensland Government's objective for the community of **Health** services when you need them by delivering on our objectives to ignite and inspire generosity, deliver life-enhancing impact, attract and empower amazing people, and develop and nurture powerful and dynamic partnerships. Our commitments also contribute to the Queensland Government's objective of **Safety where you live.**

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



Deliver life-enhancing impact

Ignite and inspire generosity

- 1 Grow unrestricted funding to increase the impact for children and young people
- 3 Grow philanthropy income through

Our priorities

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generosity to improve the

health and wellbeing of

children and young people

- 1 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
- 4 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
- 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**

- 2 Diversify the fundraising portfolio, leveraging digital transformation, to build our brand, tell our story and grow our supporter base
- leveraging networks
- 4 Align the motivations and generosity of our supporters with the change they want to see, the impact they want to achieve

Attract and empower amazing people

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

Key success factors

Key success factors

⊘ Increased fundraising revenue and net

⊘ Increased brand awareness to 67%

mass audiences through digital

✓ Increased funds raised from

channels to 50% by FY28

and consideration to 56% by FY28

contribution from fundraising by 15% by FY28

O Diversified fundraising revenue and increased

proportion of untied funding to 70% by FY28

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- **⊘** Increased staff engagement to 80% by FY28
- **⊘** Increased volunteer engagement to 80% by FY28
- inclusion and equity initiatives

Develop and nurture powerful and dynamic partnerships

- 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

- within the ecosystem
- **⊙** Government funding enhanced and measurable outcomes in place
- systems that identify and appropriately align funding allocations to where it is most needed

Our enablers

Financial resilience

Digital capability

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Operational excellence

Our commitments

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

We support health equity and equality

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

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

Our values

Be Purposeful

Be Wholehearted

Be Collaborative

Be Curious and Courageous