Children's Hospital Foundation Strategic Plan FY24-FY28

Reviewed June 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.







Risks



Children's Hospital Foundation's interdependence on the geographically dispersed paediatric network of care and support, and our ability to deliver on our statewide agenda.



Rising costs and a drop in discretionary spending poses a threat to charitable giving and our fundraising growth targets.

(Data security and governance

Maintaining and investing in strong systems and frameworks in support of cyber resilience, data security, rapid technological change, and upholding appropriate use of data.

Growing demand for services

The increasing demand for wrap-around support services provided by Children's Hospital Foundation exceeds our growth targets.



Opportunities

We are the most trusted children's health charity in Queensland

Articulate our branding and statewide positioning to clarify the role of supporters in contributing to the difference we make across Queensland.

(We are an Employer of Choice

Invest in our team's capability, wellbeing, recognition, inclusion and safety to drive engagement and workplace culture.

We are a truly statewide Foundation

Collaborate with Government, Children's Health Queensland and other foundations on statewide priority projects and explore opportunities for Children's Hospital Foundation to support networked care solutions in regional areas.

We invest in innovation and digital advancement

Leverage technology, data insights, software integrations and donor journeys to optimise donor acquisition, retention and giving.



We contribute to 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 and enable life-enhancing impact, attract and empower amazing people and develop and nurture powerful and dynamic partnerships.



This Plan was reviewed in June 2025 and remains current for the 2025–2026 reporting period.



Children's Hospital Foundation Strategic Plan FY24-FY28

Key success factors

30 June 2025 to 30 June 2028.

(Increase total philanthropic revenue across the Growth, Engagement and Marketing portfolio by 15% from

multi-channel supporter engagement by 30 June 2028.

in FY28), increase reactivation by 4.5% (from 8% in FY25

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(>) Improve acquisition by 30% (from 23.8% in FY25 to 53.8%

to 12.5% in FY28), and increase retention by 11.4%

(from 34.4% in FY25 to 45.8% in FY28).

Activate across Sapphire Committee,

Ambassadors, and Legacy Advisory

year on year from 30 June 2025 to

Committee to generate growth by 10%

(Achieve 35% awareness and 20% preference across



Ignite and inspire generosity

- 1 Grow unrestricted diversified funding to increase our impact for children and young people.
- 2 Strengthen supporter connection by linking generosity to impact and offering personalised, meaningful experiences that inspire lasting commitment.
- 3 Harness the influence and networks of our ambassador and committee members to grow revenue, increase reach and deepen community and donor engagement.
- 4 Build a trusted and loved brand by delivering exceptional supporter experiences that strengthen awareness, deepen emotional connection and drive sustained engagement.

Our priorities

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Digital Capability

- 1 Deliver and enable safe, inclusive and holistic social wellbeing programs and patient experience initiatives aligned to the Foundation's Impact Strategy.
- 2 Transform care through programs and equipment that drive positive change.
- 5 Enable research breakthroughs and better treatments to enhance care Be Wholehearte

4 Enhance the capacity and capabilities of paediatric health in regional hospitals to keep kids

Deliver and enable life-enhancing impact

Kev success factors

- Increase in children and families benefitting from interactions with our Impact Programs.
- Grant reporting generates data that demonstrates an increase in clinical or experience outcomes for patients.
- Researchers report increased capacity and resources, leading to more impactful research, innovations, and breakthroughs.
- Data captured to inform targeted investments in statewide initiatives, resources, and equipment to strengthen regional healthcare capabilities.

Attract and empower amazing people

- 1 Enable a purpose-led, safe, inclusive and strengthsbased culture through connection and empowerment.
- 2 Invest in our team's capability and growth (staff and volunteers) to deliver on our priorities.
- 3 Ensure safety and wellbeing is at the forefront of everything we do for children and young people.

Key success factors

30 June 2028.

- (Improve staff engagement from 79% in FY25 to 81% in FY28.
- (Maintain volunteer engagement 2% above industry standard in FY28.
- (Achieve Safeguarding Children Accreditation from the Australian Childhood Foundation by 30 June 2028.
- Achieve measurable, sustained year-on-year improvement in psychosocial health by 30 June 2028.
- (Demonstrate year-on-year progress from a multi-year DEIB Plan (to be developed by 30 June 2026) through biannual reporting and internal DEIB surveys, with tracked outcomes by 30 June 2028.

Develop and nurture powerful and dynamic partnerships

- 1 Define and communicate the Foundation's value proposition to government to secure increased investment in paediatric health outcomes across Queensland from State and Federal Governments.
- 2 Support Children's Health Queensland to deliver shared workforce priorities by investing in staff wellbeing and recognition and funding initiatives.

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3 Grow and align corporate partnerships to increase support for paediatric healthcare across Queensland.

Kev success factors

- Work with both the State Government and Federal Government to demonstrate the Foundation's growing role in supporting statewide paediatric health priorities by 30 June 2028.
- Expand staff support initiatives to all Children's Health Queensland staff by 30 June 2028, linked to qualitative feedback showing increased participation, engagement or visibility of support.
- Collaborate with at least 4 5 Queensland Hospital Foundations, with joint objectives aligned to statewide child health outcomes and supportive fundraising.
- By 30 June 2028, retain 70% of existing partnerships with key focus on expanding portfolio of aligned partners by 15%.

4 Build on our commitment to diversity, inclusion, equity and belonging (DEIB).

Financial Resilience

Ensure financial sustainability through the prudent management of operating expenditure and impact investments (including forward commitments) by applying appropriate parameters when making expenditure decisions.

Leverage Customer Relationship Management software, data insights, software integrations and donor journeys to optimise donor acquisition, retention and giving.

Deliver cost efficient and effective fundraising activities, operational support and investment strategies to optimise return on investment.

Operational Excellence

Our goals

Our enablers

Maintain Untied Operating Reserve of greater than 12 months.

Grow supporter base by 3% year-on-year (from 12% in FY26 to 18% by FY28) to ensure quality acquisition for sustainable growth. Increase donor retention from 40% in FY26 to 55% by FY28.

Maintain Cost of Fundraising below 33%, Operational Expenditure Ratio to total income maintained to annual budget target, and optimise investment earnings to fund operational expenditure.

Key success factors