

The purpose of the Foundation is the relief of poverty and distress caused by illness or disease.

Primary Objectives:

Those objects, as identified in the Hospitals Foundations Act 1982 (Qld), for the relief of poverty and distress of humans in Queensland caused by illness or disease.

Secondary Objectives:

To exist as a charitable, not-for-profit, public benevolent institution and to function as such, with excellence, for the purpose of achieving the Primary Objects.

The relief of poverty and distress, such as sickness, disability, destitution, suffering, misfortune or helplessness, of humans in Queensland, but particularly the Gold Coast, caused by illness or disease.

Strategic Risks¹

A scan of the environment in which GCHF operates highlights the following major strategic risks:

- Failure to raise sufficient funds to meet increasing need for support
- Failure to grow team and secure the resources required to deliver revenue growth targets
- Failure to improve brand awareness resulting in limited growth
- Patient services and support and Grants not project managed sufficiently resulting in benefits not being measured and stakeholders losing trust in GCHF as a responsible steward of funds and resources
- Business not operating efficiently resulting in higher than necessary administration costs

To manage these risks we will ensure that the Foundation is sufficiently resourced to properly deliver on the strategic plan including developing robust business development and philanthropy units that are effectively staffed with a Business Development Manager and coordinator; a Philanthropy Manager and fundraising officer, Direct Marketing Officer (to secure increased revenue); Marketing Manager to launch a marketing and awareness campaign (to build supporter base), and a Program Officer to oversee the delivery of patient services and grants (clarity in direction of funds). Further risk mitigation will be by way of tracking operational and financial benchmarks and carefully monitoring performance against targets.

Implementation and Monitoring

The GCHF Strategic Plan defines the scope and broad directions for all other planning activities undertaken by the Foundation. Development of detailed implementation strategies will occur through the GCHF:

- 5-year Fundraising Strategy
- Annual Business Operating Plan
- Annual Fundraising Plan
- Building Capacity Plan.
- Marketing and Communications Strategy

Monitoring of performance will occur via systems and processes established to enable the Foundation to report against its obligations as a statutory body.

Vision

The relief of poverty and distress of humans, living on the Gold Coast and in Queensland, caused by illness or disease.

Mission

To provide relief to those patients and families encompassed within the Vision, by raising funds, delivering programs, and providing aids, equipment, services and finances.

Strategic Themes

Relieving poverty and distress caused by illness or disease

Sustainable future

Excellent Governance

Objectives

Prioritise and grow patient support services	Improved grant impact	Secure public support	Revenue growth	Cost management	Recruit/retain talented staff	Operate distinct revenue and cost centres	Experienced Board of Directors
<i>Prioritise activities that reduce poverty and distress, such as sickness, disability, destitution, suffering, misfortune or helplessness of humans in Queensland, but particularly the Gold Coast, caused by illness and disease.</i>	Medical aids and equipment, education and research activities relieve poverty and distress for patients and their families, above and beyond what the Government provides in the usual course of government expenditure.	<i>GCHF recognised as the best known charity and considered as the 'charity of choice' on the Gold Coast</i>	<i>Seek and secure commercial revenue opportunities. By 31 December 2015, develop a clear strategy for securing commercial revenue. Deliver an ambitious five-year fundraising strategy that significantly grows our philanthropic revenue.</i>	<i>By 30 June 2017 fundraising and administration costs will be maintained at a level that enables maximum distribution of net surplus.</i>	<i>By 1 July 2015 GCHF has a staff with the appropriate skills and experience to deliver the strategic objectives.</i>	<i>Create individual revenue and cost centres in order to measure the planned outcomes/ productivity of costs incurred, including new resources.</i>	<i>The Board of GCHF continues to comprise individuals committed and engaged to strategic direction with a combination of skills and experience to deliver the strategic outcomes</i>

Key Strategies

<ol style="list-style-type: none"> 1. Launch a dedicated Transport service for cancer patients 2. Launch a family Assistance Service that relieves the financial distress associated with travel, accommodation and parking costs for families of trauma patients. Substantially 	<ol style="list-style-type: none"> 1. Develop strong partnerships with local health and university teams to ensure Foundation activity is focused on unmet needs that prioritise relieving poverty and distress caused by illness and disease. 2. Improve wish list, monitoring and evaluation 	<ol style="list-style-type: none"> 1. Marketing resources prioritised, to grow brand awareness 2. Conduct brand valuation assessments every second year 3. Plan developed to actively engage patients and health staff 	<ol style="list-style-type: none"> 1. Achieve tax status change from PAF to PBI by Dec 2015 2. Grow commercial income through new products 3. Individual and regular giving appeals become profitable and donor numbers grow 4. Major Gifts program formalised 5. Grow corporate partnerships, events and sponsorships 6. Launch Gift in Wills program 	<ol style="list-style-type: none"> 1. Organisational structure supports our growth strategy but remains lean 2. Use internal KPI's and industry benchmarks to measure financial performance and ensure distribution transparency 	<ol style="list-style-type: none"> 1. Recruit staff in line with growth plans 2. Strong performance management framework aligned to strategy 3. Annual goal setting promotes team buy-in, motivation and ownership 4. Team given professional development opportunities 	<ol style="list-style-type: none"> 1. Documented business case for each new resource, identifying when each investment will pay off 	<ol style="list-style-type: none"> 1. Board of Directors have diversity of skills, experience, age and gender 2. Subcommittees introduced to deliver strong finance and risk, fundraising and marketing and program delivery strategies and impact. 3. Implement Directors Code of Conduct and handbook
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expand this service in size and target audience as needed.

1. Launch and fund music and play therapy services for children experiencing distress, as a result of illness and disease.

systems and procedures to ensure high impact that is mission-based and reportable.

Performance Measures

1. The contribution of GCHF in supporting Qld Health and GCHHS priorities is recognised by all stakeholders	1. At least 800 cancer patients are transported to appointments at seven health facilities per year	1. Unprompted brand recognitions increases for 3% in May 2015 to 20% by June 2019	Revenue doubles from \$1M in 2015 to \$2M by 30 June 2019	1. ROI of all activities recorded and reported 2. Operating costs in line with industry benchmarks	1. Team grows to a minimum of 7 FTE, in line with strategy 2. Staff performance measured against targets and revenue variance tracked monthly	1. Business cases to be tracked and the cost of all new resources to be recouped within three years.	1. Diverse board of directors 2. Board members actively contribute to the success of the Foundation through ambassador and donor introduction activities
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Guiding Values

<p>Integrity and accountability <i>Effective in achieving our mission and accountable to all of our stakeholders. An alignment between what we say, what we do and how we do it.</i></p>	<p>Responsible stewardship <i>Committed to careful stewardship of all resources. Transparent and wise in our use of funds and the relationships we build.</i></p>	<p>Passion and Pride <i>Passion for our community, the messages we share and the work we do. Excellence and dynamic in all actions.</i></p>	<p>Empathy and respect <i>Respectful in our relationships with all stakeholders – internal and external and empathetic and sensitive to the experiences and needs of the community-members we support</i></p>	<p>Esteem <i>We are community health Ambassadors, dedicated to the crucial belief that Every Gold Coaster Deserves the Best Healthcare.</i></p>
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Contribution to Government Objectives

The Foundation complements the Queensland Government's health objectives by providing relief of poverty and distress to those within the Vision:

- o analogous to Re Cain (deceased) [1950] VLR 382 (Providing support above and beyond what government provides in the usual course of government expenditure, and that the purpose of support is not merely the relief of government revenue.);
- o through relationships of collaboration and cooperation with both Queensland hospital and health services and marketplace entities;
- o by directly engaging other persons, entities and interested parties;
- o through the raising of funds; and
- o by operating a professional and efficient organisation that is accountable and transparent to all.