

Gold Coast Hospital Foundation Strategic Plan 1 July 2017- 30 June 2021 (updated 2019)

The purpose of the Foundation is to relieve hardship caused by illness or disability.

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.

Strategic Risks

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

- Cyclic economic downturns may affect ability to meet financial targets
- Potential for Decline in Community Giving Patterns
- Failure to raise sufficient funds to meet increasing demand
- Retaining staff
- Ongoing relationship with GCHS

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, but not limited to, the following positions Development and Operations Manager; Philanthropy Manager; Corporate Partnerships Coordinator; Community Fundraising Coordinator; Major Gifts Officer; Senior Marketing Officer; Database Officer; Finance Officer and Administrator – charitable grants and services.

Implementation and Monitoring

The GCHF Strategic Plan defines the scope and broad directions for all other planning activities undertaken by the Foundation.

Monitoring of performance will occur via our business systems including our CRM database Salesforce, Xero accounting software, MS Project, Smarty Grants and individual team member performance reviews to enable the Foundation to report against its obligations as a statutory body.

Progress updates on the implementation of the GCHF Strategic Plan will be completed quarterly and annual review with key performance indicators will be undertaken by the Board.

Vision

No one in our community experiences hardship caused by illness or disability

Mission

Raise funds to relieve the distress of illness, promote wellbeing and further medical advancements

Strategic Themes

Relieve hardship caused by illness or disability

Sustainable future

Excellent Governance

Strategic Objectives**Improve impact**

Help a growing number of people in our community overcome hardship caused by illness and disability

Secure public support

GCHF recognised and supported as the 'Gold Coast's number 1 charity of choice'

Revenue growth

Continually grow income from philanthropy, fund raising and signature events

Cost management

Fundraising and administration costs reduced to achieve maximum distribution of net surplus

Recruit/retain talented staff

GCHF has a professional and committed team with the appropriate skills and support to deliver the strategic goals

Experienced Board of Directors

GCHF Board is highly skilled and diverse with a balanced focus on performance and compliance

Performance Measures

1. Increase impact and benefits delivered into the community through funded projects.

1. Grow conversion rate for people aware of GCHF from 20% (1 in 5).
2. Grow engagement with a younger demographic of givers over 18 years.
3. GCHF mascot Betty Get Better promoted in the community regularly to increase awareness.

1. Traditional fundraising income channels (appeals, individual giving, grants and partnerships) maintained to help deliver budget.
2. Grow signature event income by 50%.
3. Grow gift in wills and major donors to help deliver a \$2.1m full year fundraising income budget.

1. Operational costs meet organisational structure and is cost efficient.

1. Provide staff training and development opportunities, implement and monitor development progress and mentor results.
2. Develop and administer annual staff satisfaction survey as per our HR strategy – 80% staff satisfaction rating.

1. Have engaged board members who bring skills in all areas of business and community service.

**Guiding
Values**

Passionate

We enthusiastically raise funds to help our community overcome hardship caused by illness and disability

Dynamic

We are enthusiastic, creative and forward-thinking in our approach.

Accountable

We take pride in what we do and are responsible for all actions. We achieve targets and deadlines.

Quality

We are helpful and friendly, providing quality service to all stakeholders. We use good systems and appropriate processes