



Gold Coast Hospital Foundation Strategic Plan July 2020 – June 2024 (Updated April 2021)

Introduction

Welcome to the 2020-2024 Gold Coast Hospital Foundation (GCHF) Strategic Plan. Our strategic plan is the guiding document that captures our strategic path to continue our critical purpose *to aid our community in times of need*.

This plan was developed with the values of the GCHF, in alignment with the values of the Gold Coast Hospital and Health Service. As such, we remain committed to a plan that reflects an ongoing commitment to our purpose, our community, our donors and our stakeholders. This also includes our commitment to respect, protect and promote human rights in our decision-making and actions.

As an overview our strategic plan is focused on:

- Impact - Maintain existing impact and identify new community needs that can be delivered through our programs.
- Sustainability - Sustain fundraising income and attrition by growing workplace giving, commercial and major donor programs.
- Investment - Invest in structures and staff that delivers efficient cost-effective operational performance.
- Culture - Develop a strong philanthropic and best practice of culture within policies and procedures to support fundraising teams and stewardship of donors.
- Engagement - Build the engagement framework to encourage our current community to become ambassadors and committed supporters of the Foundation.
- Trust - Build trust in the community by enhancing transparency, communication, and stewardship programs.

Updates to Strategic Plan

The GCHF board monitor performance against the strategic plan at the planned board meetings and an annual review of our plan is always undertaken. On 20 April 2021, the GCHF board reviewed the strategic plan and endorsed the continuation of our strategy due to strong organisational performance against our themes. The board also adopted the new alignments with the Queensland Government objectives for the community.

Vision	No one in our community experiences hardship caused by illness or disability					
Purpose	To aid our community in times of need					
Strategic Themes	IMPACT	SUSTAINABILITY	INVESTMENT	CULTURE	ENGAGEMENT	TRUST
	Deliver and measure meaningful and relevant impact on the health of our community	Implement sound fundraising, Mission and finance strategies to sustain the mission of the GCHF	Invest in the people, processes and systems to allow us to achieve our mission well into the future	Development of a strong impact, philanthropic and purpose centric culture	Growth of engagement with all our stakeholders	Through ethical mission delivery, fundraising and governance we build stronger trust with our community, our people and stakeholders
	<ol style="list-style-type: none"> Identify the relevant needs of the community. Develop, implement and refine existing programs of support. Develop and implement impact measurement tools. 	Fundraising <ol style="list-style-type: none"> Diversify income through acquisition, growth and retention across fundraising pillars. Administration <ol style="list-style-type: none"> Implement systems and processes to support growth. Mission <ol style="list-style-type: none"> Measure and report on impact. 	People <ol style="list-style-type: none"> Investment in the right people, positions and right skills to achieve our mission. Processes <ol style="list-style-type: none"> Develop review and implement relevant business processes that enhance our organisation. Systems <ol style="list-style-type: none"> Implement highly practical systems with a future focus on IT architecture 	Philanthropic <ol style="list-style-type: none"> Build a donor centric culture through best practice within all our stakeholders. Purpose <ol style="list-style-type: none"> Develop and sustain a purpose focus model of engagement with all stakeholders. 	<ol style="list-style-type: none"> Develop/ explore a relationship framework to connect our community to our purpose. Activate our community to become our ambassadors and champions. Implement a new and future focused marketing and communications strategy. 	Mission <ol style="list-style-type: none"> Implement Ethical Standards in mission delivery coupled with appropriate needs analysis. Fundraising <ol style="list-style-type: none"> Demonstrate transparency of how dollars are spent maintaining ethical fundraising practice. Governance <ol style="list-style-type: none"> Board has clear mission and measurements on compliance, regulatory Responsibilities, risk and mission.
Key Strategies						
Measures	<ol style="list-style-type: none"> Needs analysis completed annually. Program analysis completed annually. 	<ol style="list-style-type: none"> New income streams implemented with improved performance across acquisition, growth and retention. 	<ol style="list-style-type: none"> Positions, Performance plans and KPI's align with strategy 	<ol style="list-style-type: none"> Donor journeys, fundraising strategy and marketing and communications plan integrated 	<ol style="list-style-type: none"> Number of collaborations with community organisations Increase in ambassadors 	<ol style="list-style-type: none"> Measurement of ethical practice against GCHHS ethics principles

	3. Impact measurement tools implemented	2. Systems and processes reviewed and new systems implemented. 3. Impact report conducted annually	2. Annual review of processes completed 3. IT systems scoped and recommendations made	with donor centricity 2. All internal and external stakeholder engagement has clear communication of impact and outcomes	across corporate, community and individuals 3. Implementation of marketing strategy	2. Annual completion of FIA Code training and audit against FIA code 3. Board meets legislative requirements against <i>Hospital Foundations Act 2018</i> and QAO Audit
Goals	YEAR ONE – CAPACITY		YEAR TWO AND THREE - GROWTH		YEAR FOUR –SUSTAIN	
	Build capacity to prepare for significant organisational growth		Execute and deliver meaningful financial growth delivering increased mission impact		Maintain the organisation wide growth to cement our future performance	
Guiding Values	Integrity	Community First	Excellence	Respect	Compassion	Empower
	To be open and accountable to the people we serve	To have the community's best interest at heart	To strive for outstanding performance and outcomes	To listen, value and acknowledge each other	To treat others with understanding and sensitivity	To take ownership and enable each other to achieve more

Our Supporting Documents

Our strategic plan was developed and is supported by several working documents. They include:

- SWOT Analysis
- Environmental Scan
- Risk Registers (strategic and operational)
- Operational Plans including mission, income and marketing/communications Plans

Risk, Opportunities and the Impact of COVID-19 on our Strategy

Faced with significant change in our fundraising, philanthropy and community support due to the impact of COVID-19 the Foundation has adjusted, adapted and broadened our strategy to support our continued commitment to the community as well as providing flexibility in an ever-changing world.

Our comprehensive two-layer risk register manage both our strategic and operational risk. All our strategies, particularly sustainability, investment, culture and trust have been implemented to respond to existing and emerging risks as well as identify ways to capitalise on opportunities. These are also captured in our

supporting documents used in the development of this strategic plan including our environmental scan, SWOT analysis, risk registers (strategic and operational) and operational plans.

Our Strategic Alignment with the Queensland Government objectives for the community

Under the *Hospital Foundations Act 2018* it is a statutory requirement that the Gold Coast Hospital Foundation contribute to the Queensland Government's *Future State – Advancing Queensland's Priorities* (Established 2018) and that our strategic plan reflect this. On December 1st a new statement of the Government's objectives for the community, was tabled in Parliament. The *Unite and Recover – Queensland's Economic Recovery Plan* replaces the 2018 *Our Future State: Advancing Queensland's Priorities* (AQP). The Gold Coast Hospital Foundation Contributes to the new QLD State Government's Objectives for the community in the following way:

Safeguarding our health - Our strategic themes of impact, investment and trust support the focus on safeguarding our health. Through our funding of research, programs, equipment, education for health professionals and facility improvements, we are empowering the Gold Coast community to safeguard their health through the Gold Coast Hospital and Health Service.

Supporting jobs - Our strategic themes of engagement, investment and sustainability support the focus on employing a team of effective and responsible staff in SE QLD. Our philanthropic growth will have the potential to create more jobs within the GCHF itself and in the activities we fund.

Backing small business - Our strategic themes of engagement, investment and sustainability support the focus on working with local businesses to support our philanthropic outcomes. Our statutory requirement to adhere to the QLD Health Procurement policies also means we can work with local suppliers of medical equipment and services to drive our mission.

Growing our regions – Our Strategic themes of impact, investment and engagement demonstrates our commitment to growth in the Gold Coast Community through our mission.

Investing in skills - Our strategic themes of engagement, investment and sustainability support the focus on continually growing the skills of our staff and volunteers.

Backing our frontline services - Our strategic themes of impact, investment, culture and trust support our focus on backing frontline service. As with the Government's focus on safeguarding our health the Gold Coast Hospital Foundation delivers this through our funding of research, programs, equipment, education for health professionals and facility improvements through the Gold Coast Hospital and Health Service.

Protecting the environment - Our strategic theme of trust demonstrates the foundations focus to deliver ethical standards in all we do including utilising environmentally friendly goods and services to support and protect our environment.