



# Gold Coast Hospital Foundation Strategic Plan July 2020 – June 2024 (Updated February 2023)

## 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 28 February 2023, the GCHF board reviewed the strategic plan and endorsed the continuation of our strategy due to strong organisational performance against our themes.

**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**

Deliver and measure meaningful and relevant impact on the health of our community

**SUSTAINABILITY**

Implement sound fundraising, Mission and finance strategies to sustain the mission of the GCHF

**INVESTMENT**

Invest in the people, processes and systems to allow us to achieve our mission well into the future

**CULTURE**

Development of a strong impact, philanthropic and purpose centric culture

**ENGAGEMENT**

Growth of engagement with all our stakeholders

**TRUST**

Through ethical mission delivery, fundraising and governance we build stronger trust with our community, our people and stakeholders

**Key Strategies**

1. Identify the relevant needs of the community.
2. Develop, implement and refine existing programs of support.
3. Develop and implement impact measurement tools.

- Fundraising
1. Diversify income through acquisition, growth and retention across fundraising pillars.
- Administration
2. Implement systems and processes to support growth.
- Mission
3. Measure and report on impact.

- People
1. Investment in the right people, positions and right skills to achieve our mission.
- Processes
2. Develop review and implement relevant business processes that enhance our organisation.
- Systems
3. Implement highly practical systems with a future focus on IT architecture

- Philanthropic
1. Build a donor centric culture through best practice within all our stakeholders.
- Purpose
2. Develop and sustain a purpose focus model of engagement with all stakeholders.

1. Develop/ explore a relationship framework to connect our community to our purpose.
2. Activate our community to become our ambassadors and champions.
3. Implement a new and future focused marketing and communications strategy.

- Mission
1. Implement Ethical Standards in mission delivery coupled with appropriate needs analysis.
- Fundraising
2. Demonstrate transparency of how dollars are spent maintaining ethical fundraising practice.
- Governance
3. Board has clear mission and measurements on compliance, regulatory Responsibilities, risk and mission.

**Measures**

1. Needs analysis completed annually.
2. Program analysis completed annually.

1. New income streams implemented with improved performance across acquisition, growth and retention.

1. Positions, Performance plans and KPI's align with strategy

1. Donor journeys, fundraising strategy and marketing and communications plan integrated

1. Number of collaborations with community organisations
2. Increase in ambassadors

1. 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
<b>Goals</b>	<b>YEAR ONE – CAPACITY</b>		<b>YEAR TWO AND THREE - GROWTH</b>		<b>YEAR FOUR –SUSTAIN</b>	
	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	
<b>Guiding Values</b>	<b>Integrity</b>	<b>Community First</b>	<b>Excellence</b>	<b>Respect</b>	<b>Compassion</b>	<b>Empower</b>
	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 economic impact on our Strategy

Faced with significant change in our fundraising, philanthropy and community support due to the ongoing economic impacts in Australia 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 mandatory requirement that the Gold Coast Hospital Foundation support the Queensland Government's *Future State – Advancing Queensland's Priorities* (Established 2018) and that our strategic plan reflect this. On December 1<sup>st</sup> 2021 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). In turn, this has been updated again in October 2022 to the Statement of the Queensland Government's objectives for the community. The Gold Coast Hospital Foundation supports new QLD State Government's objectives for the community:

- Good jobs: Good, secure jobs in our traditional and emerging industries
- Better services: Deliver even better services right across Queensland
- Great lifestyle: Protect and enhance our Queensland lifestyle as we grow'.

The Gold Coast Hospital Foundation particularly contributes to the areas of:

- 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.
- Keeping Queenslanders safe - Our strategic themes of impact, investment and trust support the focus on keeping Queenslanders safe. 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.
- Growing our regions - Our Strategic themes of impact, investment and engagement demonstrates our commitment to growth in the Gold Coast Community through our mission.