



Gold Coast Hospital Foundation Strategic Plan July 2020 – June 2024

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, marketing 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
Key Strategies	<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. 	<p>Fundraising</p> <ol style="list-style-type: none"> Diversify income through acquisition, growth and retention across fundraising pillars. <p>Administration</p> <ol style="list-style-type: none"> Implement systems and processes to support growth. <p>Mission</p> <ol style="list-style-type: none"> Measure and report on impact. 	<p>People</p> <ol style="list-style-type: none"> Investment in the right people, positions and right skills to achieve our mission. <p>Processes</p> <ol style="list-style-type: none"> Develop review and implement relevant business processes that enhance our organisation. <p>Systems</p> <ol style="list-style-type: none"> Implement highly practical systems with a future focus on IT architecture 	<p>Philanthropic</p> <ol style="list-style-type: none"> Build a donor centric culture through best practice within all our stakeholders. <p>Purpose</p> <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. 	<p>Mission</p> <ol style="list-style-type: none"> Implement Ethical Standards in mission delivery coupled with appropriate needs analysis. <p>Fundraising</p> <ol style="list-style-type: none"> Demonstrate transparency of how dollars are spent maintaining ethical fundraising practice. <p>Governance</p> <ol style="list-style-type: none"> Board has clear mission and measurements on compliance, regulatory Responsibilities, risk and mission.

Measures	1. Needs 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 with donor centricity	1. Number of collaborations with community organisations	1. Measurement of ethical practice against GCHHS ethics principles
	2. Program analysis completed annually.	2. Systems and processes reviewed and new systems implemented.	2. Annual review of processes completed	2. All internal and external stakeholder engagement has clear communication of impact and outcomes	2. Increase in ambassadors across corporate, community and individuals	2. Annual completion of FIA Code training and audit against FIA code
	3. Impact measurement tools implemented	3. Impact report conducted annually	3. IT systems scoped and recommendations made		3. Implementation of MO strategy	3. Board meets legislative requirements against <i>Hospital Foundations Act 2019</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