



GOLD COAST  
HOSPITAL  
FOUNDATION



# STRATEGIC PLAN

## 2024-2028

### OUR VISION

**Everyone in our community has access to the best possible health care when they need it most.**

### OUR PURPOSE

To engage and inspire the local community to help raise vital funds that will deliver life-saving support and improved patient experiences for those suffering from the heartache and stress of ill health.

### OUR VALUES


- Connected to community
- Care beyond self
- Better outcomes every day
- Honouring our word
- Positive impact that counts

**Gold Coast Hospital Foundation supports the 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.

 Our strategic objectives are focused on improving our impact, sustainability, awareness and culture, and these specifically align with the Government's sub-objective of Backing our Frontline Services



### Human rights

We respect, protect and promote human rights in everything we do.



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	IMPACT	SUSTAINABILITY	AWARENESS	CULTURE
<b>OBJECTIVES</b>	To identify, fund and deliver significant advancements to Gold Coast public health services	Conduct all business activities in a diligent and efficient manner	To position the GCHF as a critical contributor to health services within the region	Ensure our people are supported to deliver high quality outcomes for our stakeholders
<b>STRATEGIES</b>	<p>Create a GCHF Impact plan to guide mission delivery focus and fundraising activity for the next five years</p> <p>Align fundraising activities with key impact areas</p> <p>Donor communication is timely, high quality and focused on impact</p>	<p>Develop long term profitable commercial projects</p> <p>Invest in fundraising activities that produce recurrent undesignated income</p> <p>Develop efficiencies within commercial and mission delivery activities</p> <p>Improve business systems which protect and support growth</p>	<p>Develop and roll out strong brand identity for GCHF</p> <p>Amplify brand message across owned and earned channels</p> <p>Leverage all activities to reinforce key brand messages</p>	<p>Support staff to develop skills inline with their roles and career goals</p> <p>Invest in team building activities</p> <p>Facilitate connections between the Board, staff and volunteers.</p>
<b>MEASURES</b>	<p>Growth in impact outcomes for targeted mission areas</p> <p>Growth in expenditure for targeted mission areas</p>	<p>Growth in undesignated income</p> <p>Increase in surplus from commercial activities</p> <p>Efficiencies in key business activities</p>	<p>Increased brand awareness in target markets.</p>	<p>High level of staff satisfaction</p>

### STRATEGIC RISKS

- Cost of living increases erodes donor ability to provide support
- Increased charitable competition impacts our cut through and income
- Cost of attracting/retaining specialist staff restrains the quality of our work
- Negative health service media reduces donor likelihood to support
- Commercial income growth is hampered by economic conditions, stifling overall Foundation growth.

### STRATEGIC OPPORTUNITIES

- Focused leveraging of Foundation impact stories to demonstrate our work
- GCHHS focus on translational research and growing relationship with local universities can attract donors outside of the Gold Coast region
- GCHHS growth (mental health, Coomera) creates new donor focus areas
- Partnership opportunities with development activities in the GCUH precinct
- Strategic development of Foundation donation programs