

## **Gold Coast Hospital Foundation (GCHF) Strategic Plan 2014-2018**

The GCHF raises funds to improve the health of the Gold Coast community through health promotion, education, and the purchase of modern medical equipment.

### **Our Strategic Risks<sup>1</sup>**

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

- Failure to raise sufficient funds to meet increasing need for support
- Failure to grow team and secure the resources required to deliver revenue growth targets
- Failure to improve brand awareness resulting in limited growth
- Grants not project managed sufficiently resulting in benefits not being measured and stakeholders losing trust in GCHF as a responsible steward
- Business not operated efficiently resulting in higher than necessary administration costs

To manage these risks we will ensure that the Foundation is sufficiently resourced to properly deliver on the strategic plan including a Partnerships and Events Manager; an Events Officer and a Direct Marketing Officer (to secure increased revenue); Marketing Manager to launch a marketing and awareness campaign (to build supporter base), and a Program Officer to oversee the delivery of grants (clarity in direction of funds). Further risk mitigation will be by way of tracking operational and financial benchmarks and carefully monitoring performance against targets.

### **Implementation and Monitoring**

The GCHF Strategic Plan defines the scope and broad directions for all other planning activities undertaken by the Foundation. Development of detailed implementation strategies will occur through the GCHF:

- 5-year Fundraising Strategy
- Annual Business Operating Plan
- Annual Fundraising Plan
- Building Capacity Plan.
- Marketing and Communications Strategy

Monitoring of performance will occur via systems and processes established to enable the Foundation to report against its obligations as a statutory body.

<b>Vision</b>	Everyone in the Gold Coast community has access to the best health care and health education.							
<b>Mission</b>	To continually improve public health services for the Gold Coast community through health promotion and research, education for health staff and the purchase of modern medical equipment.							
<b>Strategic Themes</b>	Health promotion		Sustainable future			Governance		
<b>Objectives</b>	<b>Health promotion in the community</b>	<b>Grow program activity</b>	<b>Secure public support</b>	<b>Revenue growth</b>	<b>Cost management</b>	<b>Recruit/retain talented staff</b>	<b>Operate distinct revenue and cost centres</b>	<b>Experienced Board of Directors</b>
	Align GCHF health promotion with Gold Coast Hospital and Health Service (GCHHS) plans, deliverables, education and Qld Health priorities.	By 30 June 2015 GCHF grants represent at least 80% of normalized net surplus (net surplus = net profit before distribution of grants). Direction of restricted funds to the projects for which they were raised.	GCHF recognised as the best known charity and considered as the 'charity of choice' on the Gold Coast	Seek and secure commercial revenue opportunities. By 31 July 2014, develop a clear business case for receiving commercial revenue.  Deliver an ambitious five-year fundraising strategy that significantly grows our philanthropic revenue.	By 30 June 2017 fundraising and administration costs will be maintained at a level so as to enable maximum distribution of net surplus.	By 30 June 2015 GCHF has a staff with the appropriate skills and experience to deliver the strategic objectives.	Create individual revenue and cost centres in order to measure the planned outcomes/ productivity of costs incurred, including new resources.	The Board of GCHF continues to comprise individuals committed and engaged to strategic direction with a combination of skills and experience to deliver the strategic outcomes
<b>Key Strategies</b>	1. Engage with GCHHS staff to ensure that health promotion activities are aligned to their priorities and GCHF support is relevant and prioritised.	1. GCHHS staff engaged to ensure that programs are assessed based on priority outcomes 2. Grant activity to be project managed to ensure that funds are directed towards the projects they were raised for and outcomes are measured	1. New marketing resource to develop and implement brand awareness campaign 2. Conduct at least two events per annum including a new signature event. 3. New staff to actively engage GCHHS staff	1. Establish three Board sub-committees focused on fundraising 2. Secure commercial income through GCHHS 3. Established regular giving program with clear annual communication plan 4. Major Gifts program formalised 5. Secure corporate partnerships 6. Launch a bequest and legacy program	1. Ensure that the organisational structure supports our growth strategy but also remains lean with maximum efficiency 2. Use internal KPI's and industry benchmarks to measure financial performance and ensure full distribution transparency	1. Recruit additional staff in line with growth plans 2. Strong performance management framework that aligns to strategy 3. Annual goal setting process promotes team buy-in, motivation and ownership 4. Team are offered professional development opportunities	1. Documented business case for each new resource, identifying when each investment will pay off	1. The board of directors to have diversity of skills, experience, age and gender 2. Appointment of additional Directors with diversity of skills and experience 3. Board to support fundraising activities and leverage their peer network 4. Implement Directors Code of Conduct

Performance Measures	1. The contribution of GCHF in supporting Qld Health and GCHHS priorities is recognised by all stakeholders	1. GCHHS staff more engaged with the Foundation evidenced by an increase in the number of grant applications, grants awarded.	1. 20% of the public recognise our brand.	1. Board more engaged in fundraising activities resulting in increased number of major donors and partnerships.	1. Each new resource can be justified in terms of a cost/benefit analysis	1. Increased staff numbers – structure aligned with strategy	1. Adoption of planned growth in staff resources from FY15 to FY17	1. Diverse board of directors
		2. At least 30 GCHHS active Staff Champions.	2. Growing community participation in events i.e. 400 guests at Annual Gala; 100 guests at Award ceremonies and engagement events	2. Bequests program developed.	2. Operating costs in line with industry benchmarks	2. Job descriptions and performance management system enable the delivery of goals and targets	2. Business cases to be tracked and the cost of all new resources to be recouped within three years.	2. Directors engaged with the strategy
		3. Clear benefits of grant activity documented by project reports and case studies.	3. Increase in GCHHS staff fundraising i.e. GCHHS Payroll Giving at least \$1,000 per month.	3. 10,000 active supporters on our database	3. 10,000 active supporters on our database	3. Staff performance measured against targets at least annually		3. Adoption of Directors Code of Conduct
				4. At least 10 loyal Major Donors per year.	4. At least 10 loyal Major Donors per year.			4.
Guiding Values	Integrity and accountability Effective in achieving our mission and accountable to all of our stakeholders. An alignment between what we say, what we do and how we do it.		Responsible stewardship Committed to careful stewardship of all resources. Transparent and wise in our use of funds and the relationships we build.		Passion and Pride Passion for our community, the messages we share and the work we do. Excellence and dynamic in all actions.		Empathy and respect Respectful in our relationships with all stakeholders – internal and external and empathetic and sensitive to the experiences and needs of the community-members we support	
Contribution to Government Objectives	The Foundation supports the Queensland Government's objective to revitalise front line health services for families by:							
	<ul style="list-style-type: none"><li>engaging directly with the Gold Coast community to understand their health needs and GCHHS staff to understand how we can support them</li><li>delivering health promotion activities and programs to improve the health of the Gold Coast community</li><li>raising funds to support on-going activities and programs</li><li>operating a professional and efficient organisation that is accountable and transparent to all stakeholders</li></ul>							