






Strategic plan 2015 - 2019 (updated July 2016)



Our vision	For every sick child to have the best possible health care, with access to world-class research and clinical treatment in a healing environment				
Our mission	To improve children's health by supporting and funding world-class research and clinical treatment, and to provide care and entertainment for sick kids and their families				
Goals	Research and grants We will improve children's health by funding research, vital medical equipment and improvements to clinical care that lead to faster diagnoses, better treatments and ultimately cures for some of the most devastating childhood illnesses and injuries.	Patient and family support We will support patients and their families when they are in hospital by providing a range of programs and activities that complement and enhance clinical care, and provide distraction and entertainment for children and their families.	Fundraising We will engage with our partners and the community to renew and grow our donor base to increase our net fundraising income.	Marketing and communications We will continue to develop, implement and evaluate a marketing and communications strategy to position the Children's Hospital Foundation as the best-known and most loved children's charity in Queensland.	Operations We will strive to have great people, good financial management, good systems and sound governance to underpin our work and deliver on our core objectives.
Key strategies	<ul style="list-style-type: none"> Work with the hospital and research community to develop an agreed research strategy that will define the types of grants to be funded by the Children's Hospital Foundation Fund research that delivers the biggest impact on the health of sick children today and in the future Ensure strong systems of research governance including peer review and evaluation to drive performance Fund the purchase of additional medical equipment that will enable clinical teams to take advantage of advances in medical science and technology to deliver better care to sick children Fund clinical projects and innovative programs to improve clinical treatment and processes and deliver better patient outcomes Ensure strong operational systems to support the efficient and effective delivery of the research program 	<ul style="list-style-type: none"> Work with clinical teams to identify and design programs that would benefit from volunteer's support Deliver a range of services and events in the children's hospital and in regional sites to assist clinical departments, support families and distract and entertain patients Recruit, train and retain volunteer workforce to ensure the best possible support for patients, their families and clinical teams 	<ul style="list-style-type: none"> Renew and significantly grow our donor base of individual donors to raise more funds Renew and significantly grow our corporate and community partners to raise more funds Build a successful major gift program Revitalise and significantly grow our bequest program 	<ul style="list-style-type: none"> Manage and protect our brand integrity Develop, manage and evaluate our communication channels Develop, manage and evaluate our media and communications strategy to support our brand and reputation Engage and communicate with all our staff and volunteers to grow our internal culture and drive our values Support the business to achieve its strategic goals through an effective marketing and communication strategy Evaluate and monitor all marketing and communications activities 	<ul style="list-style-type: none"> Ensure human resources practices are designed to attract, engage and retain the best people Ensure our donors' funds are managed and invested appropriately Ensure our Board and committees are well educated and supported to govern and add value to the mission Support the business to achieve its strategic goals through efficient and effective systems and procedures Identify and manage risk
Performance measures	<ol style="list-style-type: none"> Amount of funding provided to research Research funding aligned to research strategy Independent evaluation of research performance Strong governance in place Amount of funding provided for medical equipment and clinical programs Evaluation of the impact on clinical treatment Funding provided to agreed priorities in the state-wide program 	<ol style="list-style-type: none"> Number and range of services supported by the volunteer program Number and quality of interactions with patients, clinical staff and families Number of events and activities provided for patients and families Number of volunteers recruited, trained and retained Feedback from volunteer satisfaction survey. 	<ol style="list-style-type: none"> Net revenue Number of new supporters and active and retained supporters Number of new and retained partners and fundraisers Performance of major gift program Number of people confirming a gift in their Will 	<ol style="list-style-type: none"> All our collateral is on brand and consistent Communication to target audiences is documented and strategically placed Engagement with families, researchers, clinicians and other hospital champions to document their stories and clinical and research achievements Survey results Top of mind awareness and measurement of brand attributes 	<ol style="list-style-type: none"> Staff recruitment, retention and performance management Satisfactory results of independent audit of financial management Board evaluation Staff cultural survey
Contribution to Government objectives	OBJECTIVE: Delivering quality frontline services OBJECTIVE: Building safe, caring and connected communities		The Children's Hospital Foundation funds world-class medical research and invests in vital medical equipment to improve children's health. The Children's Hospital Foundation provides comfort, support, care and entertainment for sick children and their families.		
	Accountability We aim to deliver high impact results, are accountable for our actions and resources and communicate this openly and honestly 	Recognition & Respect We are respectful in all our interactions and committed to recognising others and valuing their contributions 	Care We care for everyone we impact – the children always come first 	Working together We selflessly support and trust each other and our teams, share our ideas and goals, work hard, have fun and celebrate our achievements 	Excellence & Innovation We strive for excellence, encourage innovation and develop our skills to be our best 
Strategic risks	The Children's Hospital Foundation maintains a risk register which is monitored by management. The Finance, Audit and Risk Management Committee reviews the controls and risk mitigation strategies on a regular basis and the Board reviews the risk register annually.				