

<b>Our vision</b>	For every sick child to have the best possible health care, with access to world-class research and clinical treatment in a healing environment				
<b>Our purpose</b>	We help save children's lives and work wonders for sick kids and their families				
<b>Goals</b>	<b>Patient and Family Support</b> 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.	<b>Research</b> 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.	<b>Innovation and Capability</b> We will support the Queensland paediatric research community in prioritised areas at key stages to take their research to the next level.	<b>Fundraising and Engagement</b> We will engage with our partners and the community to renew and grow our donor base to increase our net fundraising income.	<b>Operations</b> We will strive to have great people, good financial management, good systems and sound governance to underpin our work and deliver on our core goals.
<b>Key strategies</b>	<ul style="list-style-type: none"> <li>Expand the range and scope of patient support services based on our impact framework</li> <li>Improve the funding available and processes around granting for equipment and other projects state-wide</li> <li>Maintain strong systems of governance to ensure that grants provided deliver the biggest impact</li> <li>Work with clinical teams, patients and their families to identify and design programs that would benefit from volunteer support, and develop opportunities for skills-based volunteers</li> <li>Expand entertainment services and events in Children's Health Queensland facilities and statewide</li> <li>Recruit, train and retain volunteer workforce to ensure the best possible support for patients, their families and clinical teams</li> </ul>	<ul style="list-style-type: none"> <li>Through the Children's Health Research Alliance with Children's Health Queensland, identify key priority areas of research that will have a significant impact on specified childhood illnesses</li> <li>Fund research that delivers the biggest impact on the health of sick children today and in the future</li> <li>Develop the funding models, guidelines and grant rounds to support new areas of research funding</li> <li>Maintain strong systems of research governance including peer review and evaluation to drive performance and patient outcomes</li> <li>Improve the monitoring of all research grants</li> <li>Develop content for our awareness and fundraising activities</li> </ul>	<ul style="list-style-type: none"> <li>Provide a package of support including early to mid-career grants, research managers, grant skills development to support a broad-based research capacity and culture in Children's Health Queensland</li> <li>Collaborate to define targeted investments designed to build the capability of Queensland's paediatric clinicians and research community to be increasingly competitive nationally for research funding</li> <li>Develop and implement an innovation framework for the organisation</li> <li>Develop an organisation-wide digital strategy</li> <li>Introduce the voice of the patient and their family into the design of our programs and services</li> </ul>	<ul style="list-style-type: none"> <li>Grow our brand awareness and consideration</li> <li>Grow supporter numbers at scale by using patient family/carer contact details and digital acquisition to raise more funds</li> <li>Invest in platforms, technologies and channels (social, digital) to support our fundraising and engagement</li> <li>Renew and significantly grow our regular giving donor base of individual donors to raise more funds</li> <li>Grow our corporate and community partners to raise more funds</li> <li>Build a successful major gift program to support our mission</li> <li>Continue to grow our future bequest support base</li> <li>Build a successful trusts and foundations program to attract funding</li> <li>Work with other Queensland hospital foundations, fundraising entities and donors to expand/identify regional funding opportunities</li> <li>Explore commercial opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Ensure people and culture practices are designed to attract, engage and retain the best people</li> <li>Ensure our donors' funds are managed and spent appropriately</li> <li>Ensure our Board and committees are well educated and supported to govern and add value to our purpose</li> <li>Support the business to achieve its strategic goals through efficient and effective systems and procedures</li> <li>Identify and manage risk</li> <li>Establish a benchmark and improve stakeholder engagement</li> <li>Develop our 'Innovate' Reconciliation Action Plan to continue our reconciliation journey</li> <li>Further develop a culture of continuous improvement through enhanced KPI reporting and metrics</li> </ul>
<b>Performance measures</b>	<ol style="list-style-type: none"> <li>Increase the provision of services of highest value</li> <li>Broaden the availability of services for regional and remote patients</li> </ol>	<ol style="list-style-type: none"> <li>Continued growth in the funding provided for prioritised areas of research</li> <li>Facilitating and funding significant new research collaborations across the paediatric research community</li> </ol>	<ol style="list-style-type: none"> <li>Increase investment into the capability and capacity of Children's Health Queensland research and clinical treatments</li> </ol>	<ol style="list-style-type: none"> <li>Grow revenue to \$21.7 million in FY2020</li> <li>Introduce measurement and improvement in brand awareness and consideration</li> </ol>	<ol style="list-style-type: none"> <li>Establish a benchmark and improve team engagement to 76% by FY2020</li> <li>Formally review stakeholder engagement to maintain above 80%</li> <li>Regularly review and update our risk register, with particular reference to risks associated with COVID-19</li> </ol>
<b>Contribution to Government objectives</b>	OBJECTIVE: Keep Queenslanders healthy OBJECTIVE: Give all our children a great start We will respect, protect and promote human rights in our decision-making and actions		The Children's Hospital Foundation funds world-class medical and clinical excellence research. The Children's Hospital Foundation provides comfort, support, care and entertainment for sick children and their families and invests in vital medical equipment to improve children's health.		
<b>Our values</b>	 <b>Accountability</b> We aim to deliver high impact results, are accountable for our actions and resources and communicate this openly and honestly	 <b>Recognition &amp; Respect</b> We are respectful in all our interactions and committed to recognising others and valuing their contributions	 <b>Care</b> We care for everyone we impact - the children always come first	 <b>Working together</b> We selflessly support and trust each other and our teams, share our ideas and goals, work hard, have fun and celebrate our achievements	 <b>Excellence &amp; Innovation</b> We strive for excellence, encourage innovation and develop our skills to achieve our best
<b>Strategic risks</b>	<ul style="list-style-type: none"> <li>A child is harmed by a service or product provided by the Children's Hospital Foundation due to an incident at an activity or event</li> <li>Foundation brand is damaged, or the value of the Foundation brand is diminished, due to a negative reputation event</li> </ul>	<ul style="list-style-type: none"> <li>Staff health and safety due to staff working from home and changes to work practices for staff located in Queensland Children's Hospital due to health pandemic</li> <li>Loss of key corporate partnerships due to corporate partner decision to cease support exacerbated due to economic impacts of COVID-19</li> <li>Cyber risk due to malicious actions or systems failure</li> </ul> <p>The Children's Hospital Foundation maintains a risk register, which sets out the likely causes and controls for each strategic risk and is monitored by management and the Board.</p>	<b>Strategic opportunities</b>	<ul style="list-style-type: none"> <li>Include regional and remote clinicians, researchers and fundraising partnerships across all that we do</li> <li>Drive increased future income streams through increased major gifts, trusts and foundations, mid-value donors, digital giving and gifts in wills</li> </ul>	<ul style="list-style-type: none"> <li>Increase awareness and consideration of giving to the Children's Hospital Foundation as the official charity of Children's Health Queensland, the Queensland Children's Hospital, the Centre for Children's Health Research, and for all sick kids throughout Queensland</li> <li>Continue to develop the Channel Nine Telethon so that it becomes part of the fabric of Queensland</li> </ul>