



SUNSHINE COAST HEALTH FOUNDATION

STRATEGIC PLAN

2022 -2026

Reviewed November 2022

Who We Are

The Sunshine Coast Health Foundation (known as **Wishlist**) provides fundraising support to the needs of local health services, including all areas of Nambour, Caloundra, Maleny and Gympie Hospitals and the Sunshine Coast University Hospital. Wishlist is also dedicated to promoting healthy lifestyle initiatives aimed at keeping local families healthy.

Our Vision

SCHHS supported in provided high quality, person-centred local hospital experiences for individuals and families.

Mission

To work in partnership with the SCHHS and the communities it serves to keep Queenslanders healthy and enhance services through the provision of medical equipment, service support, education and research.

Values

Wishlist will achieve its mission with compassion as a locally focused, professional, accountable and innovative Sunshine Coast charity. Wishlist adheres to the Code of Ethics and Professional Conduct adopted by the Fundraising Institute of Australia.

Board Principles

- The Board commits to its continuing focus on strategy and government performance as the organisation grows in size and complexity.
- The Operational Plan developed by the CEO and approved by the Board, describes the tactical implementation of the Strategic Plan.
- The board supports the CEO and communicates through the Board Chair and Committee Chairs.
- The successful operationalisation of Wishlist Centre St 1 underpins consideration of the St 2 proposal.

Strategic Risks:

- Major projects overshadow the many smaller initiatives funded by Wishlist impacting "grass roots" donor sentiment.
- Charity Fatigue.
- Stage II Wishlist Centre capital needs impact on resourcing and detracts from BAU.
- Reduced funding due to unforeseen circumstances such as COVID.
- Increased competition in key market segments.
- Failure to renew the Nambour carpark lease in 2025.

Mitigation: Enhanced governance and the monitoring of growth to ensure that our activities are phased in accordance with capacity (staff, resources and culture) and supported by detailed Business Analysis.

Opportunities:

- **Wishlist Centre and collaboration with Government, business and community.**
- Strong culture to support future growth.
- Increased population growth generating increased support.
- Baby boomers retiring - volunteer opportunities.
- Increased penetration within the catchment area.
- Growth through new services/programs.
- Increased commercial sponsor support.
- Increased collaboration - joint approach.
- Innovative research partnerships.
- Increased research about our market. What are the needs and opportunities?
- Highly functioning, motivated team of employees/volunteers.
- Key initiatives such as Royal Commission into Defence Veteran Suicide outcomes.
- Indigenous engagement opportunities.
- Strategy Partnerships.
- Enhanced service delivery aligned with SCHHS and community needs.

Implementation and Monitoring:

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

- Annual Operational Plan
- Annual budget
- Marketing and Communications Plan
- Workplace Performance Appraisals
- Risk Management

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

Wishlist Positioning Statement:

- Wishlist is the Sunshine Coast's local hospital Foundation - supporting local health services since 1998.
- Wishlist is the only charity that supports all areas of the Sunshine Coast Hospital and Health Service.
- Our "Wish List" includes local research projects, vital medical equipment, emergency hospital accommodation and support services.

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Our Culture

Our Brand

Our Partnerships

Our Future

Our Capacity

Our Governance

Objectives

1. Develop a strong culture that underpins the future expansion of Wishlist.

2. Maintain the strong brand of Wishlist ensuring grassroots support remains high and corporate support is enhanced.

3. Provide and promote core services that complement the SCHHS and support the Sunshine Coast population (Operations).

4. Maintain strong sustainable revenue and fundraising to support service provision & growth (Fundraising).

5. Build an appropriate structure that supports with Wishlist strategy (Structure).

6. Maintain strong governance.

Key Strategies

- 1.1 Clearly communicate and live the Values, Vision, Mission.
- 1.2 Adopt flexible working practices and workplace innovation.
- 1.3 Build the team culture through regular and meaningful engagement including participation in the development of the Operational Plan.
- 1.4 Support the CEO through appropriate monitoring.
- 1.5 Leverage off SCHHS training & development programs.

- 2.1 Determine trends/ changes in SCHHS needs and donor sentiment.
- 2.2 Develop a strong Marketing & Communication Plan.
- 2.3 Produce additional marketing products promoting the effectiveness of the organisation.
- 2.4 Build and leverage strategic relationships that support the delivery of the Wishlist Mission.

- 3.1 Maintain Service Provision.
- 3.2 Develop innovative research programs & impactful staff education scholarships.
- 3.3 Continue to operate effective Support Services.
- 3.4 Build Service Provision Capacity.
- 3.5 Maintain efficient Business Operations with budgeted surpluses.

- 4.1 Develop a rationalised segmented Fundraising Plan to increase overall Revenue.
- 4.2 Maintain revenue from Business Operations and their ongoing leases.
- 4.3 Build and sustain the Volunteer support force through training, development and recognition programs in order to minimise operational costs.
- 4.4 Diversify revenue streams and a focus on sustainable commerciality.

- 5.1 Implement the approved Wishlist operational structure. CEO to provide proposed changes as part of annual budget reviews.
- 5.2 Recruit, train and retain suitable employees focusing on key management roles.
- 5.3 Ensure growth targets align with staffing levels.
- 5.4 Enhance the Volunteer Program to support the operational workforce requirements.

- 6.1 Ensure alignment with the State Government Objectives.
- 6.2 Develop an Operational Plan in consultation with the Management Team. Assign completion dates, performance measures and responsibilities.
- 6.3 Develop a Risk Management Plan and update the Risk Register.
- 6.4 Enhance board processes.
- 6.5 Conduct annual performance appraisals of all employees.
- 6.6 Upgrade policies & procedures to accommodate a growing organisation.
- 6.7 Develop specific revenue & expense budgets for each key activity area.
- 6.8 Protect and enhance our natural environment and help achieve a 50 per cent renewable energy target by 2030.

Performance Measures

1. Employee/volunteer well-being, satisfaction & engagement.
2. Implementation of contemporary workplace practices

1. Donor and supporter network growth.
2. Community awareness & connection.

1. Delivery of services & support.
2. Corporate partner sentiment.

1. Service innovation, sustainability & growth.
2. Employee/Volunteer attraction & retention.

1. Alignment of the organisation with service demand.
2. Forward planning and continual improvement.

1. Business unit, operational and financial performance.
2. Adherence to industry legislation, standards & benchmarks.

Contribution to Queensland Government Objectives

Wishlist supports the Government's objectives for the community to:

- 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 Plan specifically aligns with the Government's sub-objective of Backing our Frontline Services.



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