



WISHLIST STRATEGIC PLAN 2018 – 2022

Reviewed February 2020

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, Gympie and the Sunshine Coast University Hospitals. Wishlist is also dedicated to promoting healthy lifestyle initiatives aimed at keeping local families healthy.

Mission:

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

Strategic Risks:

- Wishlist's ability to present a far reaching opportunity for the community through growth, scope and innovation.
- Not being seen as the Coast's priority charity.
- Wishlist's ability to reinforce and expand the backing of corporate supporters.
- Missing opportunities to establish revenue streams in the commercial precinct at SCUH.
- Operational resourcing – capacity to grow.
- Wishlist's reliance on one major revenue stream (car park at Nambour Hospital).
- Scope in the Gympie area.

Opportunities:

- Capital campaign for accommodation facility at SCUH (\$12million federal grant funding)
- Increasing population (growth of 9.3%) with the senior community and young couples making up majority of the increase.
Increase revenue streams such as Bequest programme, Individual Giving, Corporate Sponsorships, Workplace Giving, Grant income and WishlistConnect app.
- The new Sunshine Coast University Hospital.
- Collaboration with not for profit stakeholders to provide service hub at Wishlist Solace Centre
- Continue brand awareness of Wishlist and its necessity to the local health system.
- Link local health system with schools to promote healthy lifestyle initiatives.

To mitigate these risks we will ensure that the Foundation is sufficiently resourced to properly deliver on the strategic plan including developing robust business development and philanthropy units that are effectively staffed with a Development and Operations Manager, (to secure increased revenue), Database Coordinator, Communication Coordinator and Marketing Coordinator to launch marketing, communication and awareness campaigns (to build supporter base), and an Executive Officer to oversee the delivery of patient services and 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 Wishlist Strategic Plan defines the scope and broad directions for all other planning activities undertaken by Wishlist. Development of detailed implementation strategies will occur through the Wishlist:

- Annual Operational Plan
- Annual budget
- Marketing and Communications Plan
- Workplace Performance Appraisals
- Corporate Sponsors Reports

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

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| VISION To be the community's charity of choice to support the Sunshine Coast Hospital and Health Service to provide exceptional care. | | | | |
| MISSION | To work in partnership with the SCHHS and the communities it serves to keep Queenslanders healthy and provide exceptional care through the provision of medical equipment, service support, education and research. | | | |
| STRATEGIC THEMES | Keeping Queenslanders Healthy | | Be Responsive | Create jobs in a strong economy. |
| OBJECTIVES | Our Charity To engage positively with the community to keep Queenslanders healthy and enhance exceptional care. | Our Cause To enhance healthy lifestyles and wellbeing of our community. | Our Partnerships Expand for growth and innovation. | Our People Commitment to the delivery of the Vision and Mission of Wishlist by staff, volunteers and board. |
| KEY STRATEGIES | <ol style="list-style-type: none"> 1. Work to actively contribute funds raised through to the cause with transparency through quarterly reporting to the board. 2. Engage with donors to direct their donations to their chosen cause through the donation process. | <ol style="list-style-type: none"> 1. Become a prominent driver of research through active collaboration with partners of the SCHHS and SCHI to create a Centre of Excellence in research. 2. Actively engage with the community in healthy lifestyle choices and invest in both mental and physical prevention strategies through Health4Life initiatives within the SCHHS. 3. Wishlist empowers SCHHS frontline staff to identify the additional equipment, services, education and research required to enhance exceptional health care for the communities we serve. | <ol style="list-style-type: none"> 1. Increase our impact across our diverse communities by engaging with external stakeholders to ensure maximum public benefit from Wishlist activities and assets. 2. Strengthen current relationships, build new relationships and expand new revenue streams by 2021. | <ol style="list-style-type: none"> 1. Develop a positive workplace culture through annual performance appraisals to identify opportunities for growth and development of all Wishlist staff. 2. Actively engage with and promote the good work of the Wishlist volunteers through select communication channels. 3. Attract a voluntary board to bring a diverse skills base and expand our charity through a conscious selection of successors. |

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| | | 4. Provide affordable accommodation to support families needing the services of a local hospital | | |
| PERFORMANCE MEASURES | <p>1. Work to ensure that operational costs are covered by our commercial ventures, event budgets are reported accurately to the board and evidence is shown of attempts to secure additional revenue streams on a yearly basis.</p> <p>2. Communication strategy to accurately reflect Wishlist donation process.</p> | <p>1. Communication strategy to reflect Wishlist's research investment and how it directly benefits local families.</p> <p>3. Demonstrate 8 examples of healthy lifestyle funding or promotion each year.</p> <p>4. Develop new ways to promote Wishlist and our funding process to staff of the SCHHS.</p> | <p>1. Evidence shown of activity where new business partnerships work to reduce operational costs – 4 per annum.</p> <p>2. Committees develop a strategy to determine viability of initiatives presented through current or potential partnerships.</p> <p>3. Communication strategy to showcase partnership programme and its benefits to Coast families.</p> | <p>1. Learning and development opportunities are identified annually through a skills/needs analysis.</p> <p>2. Wishlist's internship programme to reflect engagement of at least 3 interns per annum, which is reviewed by FARM Committee annually.</p> <p>3. Monthly newsletter to volunteers and at least one opportunity for volunteers to engage in person with Wishlist staff and the Wishlist cause.</p> <p>4. Advisors to be invited to board sub-committee meetings for input/advice on relevant issues and to support succession plan for Board.</p> |
| CONTRIBUTION TO QUEENSLAND GOVERNMENT OBJECTIVES | <p>Wishlist support the Queensland Government's objectives to:</p> <ul style="list-style-type: none"> • Create jobs in a strong economy • Give all our children a great start • Keep Queenslanders healthy • Be a responsive government | | | |

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