

Bundaberg Health Services Foundation

Local people helping Local Patients

STRATEGIC PLAN

2017– 2021
Reviewed 2018

Our Vision

A healthier community

Our Mission

To improve health and well-being by supporting Bundaberg Hospital, patients, carers, staff and our community

Our Values

The Bundaberg Health Services Foundation Vision and Mission are underpinned by our values and commitment to:

- Integrity - We value honesty and ethical practice for the greater good.
- Excellence - We value excellence and a commitment to the work we do.
- Respect - We value the respect of ourselves and others
- Accountability - We value efficiency and sound governance practices
- Collaboration - We value community and working together

Our Approach

HARD WORK

We work to provide better outcomes and more benefits for our hospital patients, staff and the community

COLLABORATION

We work in collaboration and partnership with others to maximise benefits for our hospital patients, staff and the community

EFFICIENCY

We aim to work efficiently to provide best value for dollar and to manage funds and resources effectively.

INNOVATION

We will be innovative and creative in our approach to all aspects of our work.

TRUST

We will work ethically, accountably and transparently to inspire trust in our Foundation.

Our Strategic Objectives

1. To raise funds to maximise the benefits to the community we support including Bundaberg Hospital, Rotary Lodge and to provide non-government funded equipment which enhances patient services
2. To increase the profile of the Bundaberg Health Services Foundation through innovative marketing strategies
3. To focus on business expansion through sustainable strategies and investment options that align with the Foundation's goal
4. To establish and maintain targeted community partnerships which enhance the objectives of the Foundation
5. To support hospital staff by funding professional development that directly benefits patients
6. To support, maintain and develop our volunteer base

Our Skills & Strengths

- Foundation Team – Board, workforce and volunteers
- Fundraising
- Budgeting and judgement on distribution of funds
- Diverse group of people who bring history, skills and knowledge to the table
- Community profile
- Strong community links – internal and external to Bundaberg
- Passionate about purpose
- Relationship with Bundaberg Hospital and the Wide Bay Hospital and Health Service Board

Our Areas for Improvement

- Greater focus on strategic direction
- Governance
- Continue to expand areas of expertise
- A strong business focus
- Board members to commit their time and effort in areas of their expertise
- Possessing a continuous improvement focus to every activity
- Look to research and development from outside the region to enhance Foundation outcomes

Our Strengths, Weaknesses Opportunities & Threats

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Corporate governance • Fiduciary duties • Staff skills • Good marketing skills • Spread of Board expertise/ skills • Human resources • Networking skills • Social and ethical accountability • Volunteer base • Work well with volunteers • Passionate attitude • Public speaking skills • Willingness to participate • Community linkages • Accountability • Advocacy strengths • Quality of our current manager of BHSF • Community goodwill towards our organisation 	<ul style="list-style-type: none"> • Low socioeconomic (income) of population • Non-corporate business • Governing documents to comply with the Act • Smaller population/ ageing population • Not enough stakeholder engagement ie establishing a newsletter/ regular mailout • Not enough fundraising • Assisting in hospital staff well-being through programs be they mental or physical • Not enough hours – lack of fulltime manager of BHSF • Lack of clear understanding of organisational objectives • Lack regular cashflow
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Fostering better relationship with hospital Board/Hospital/ regional council connection • Opportunities to raise funds • Connecting with a bigger audience • Corporate involvement – requires a strategic engagement strategy (what’s in it for them) • Raise community profile of BHSF • Re-engage fundraising committee – an independent group to meet regularly • More promotion of bequests • More support for hospital training/ staff • New engagement with new members • Host of passionate volunteers in the community (partner organisations) 	<ul style="list-style-type: none"> • Diverse opinions of BHSF Board members • Government policy – uncertainty • Socio-economic factors – demographics which affect fundraising • Challenge of raising profile in challenging times • Lack of personal responsibility (apathy) for the health and wellbeing of our community • An environment within our community that does not foster ‘working together’ • Not having a cohesive strategic plan • The perception of an unhealthy relationship between WBHHS-WBHHS and BHSF • The challenge of attracting suitably skilled people – volunteer organisations • Board directors not committing themselves to the functionality of the Foundation (leaving jobs up to 2-3 people)

Our Strategic Activity

VISION: A healthier community

MISSION: To improve health and well-being by supporting Bundaberg Hospital, patients, carers, staff and our community

OBJECTIVES	STRATEGIES	ACTIVITIES	MEASURES
1. To raise funds to maximize the benefits to the community we support to enhance patient services	Develop a Fundraising Plan and oversee implementation	<ul style="list-style-type: none"> • Continue with an active fundraising working party. • Continue working with fundraising officer with various fundraising activities 	
	Develop and oversee an associated Fundraising Investment Plan	<ul style="list-style-type: none"> • Scrutinise funding allocation and the associated process. To be discussed and prioritised monthly and collated on a 3 monthly basis • Annual review of policies, procedures and associated documentation to show funding allocation, outcomes, value for money etc in June each year • For the Board to carry out fiduciary duties and be strategic in maximising benefits to the community. Analyse the past data to identify patterns and develop new strategies • Develop a strong, regular cashflow and prioritise investment 	
	Provide non- government funded equipment	<ul style="list-style-type: none"> • Reconvene Board Equipment Committee • Continue with a review of equipment to be donated that links with our strategic objectives • Ensure wish list/ equipment purchases adhere to WBHHS priorities • Review equipment purchases to assess effectiveness and patient benefit. • Develop/review the process as to how we identify and decide upon which items of equipment will be supported • Review/ evaluate performance of Cancer Care unit buggies 	
	Provide safe, comfortable, convenient and affordable accommodation to patients and carers	<ul style="list-style-type: none"> • Following the expansion of Rotary Lodge with the conversion of the garage in 2017 – continue to ensure the Lodge meets the needs of patients and carers 	
2. To increase the profile of	Develop a marketing	<ul style="list-style-type: none"> • Develop and oversee a specific marketing and media plan 	

the Bundaberg Health Services Foundation	strategy	<ul style="list-style-type: none"> • Continue the management of fundraising manager • Following the development in this area, continue to oversee a marketing strategy specific to bequests • Establish Foundation Week • Approve media releases and be available at promotional/ media events • Raise Board member profile 	
3. To focus on business expansion through sustainable strategies and investment options that align with the objectives of the Bundaberg Health Services Foundation	Develop and oversee business expansion strategies	<ul style="list-style-type: none"> • Develop and oversee annual BHSF budget • Develop Business Investment Plan and associated policy • Develop and oversee implementation of the BHSF Charter and guidelines • Develop and oversee guide on funding grants to help define Board grants strategy • Develop BHSF Code of Conduct • Research and take advantage of funding opportunities eg Infrastructure grants • Develop master plan and costings 	
4. To establish and maintain targeted community partnerships to enhance the objectives of the Bundaberg Health Services Foundation	Review and analyse community needs and sectors and develop community/ stakeholder engagement plan	<ul style="list-style-type: none"> • Review demographic data/research and mapping of community needs to ensure BHSF Board understands the needs of the community <p>Specific activities:</p> <ul style="list-style-type: none"> • Establish closer links with WBHHS Executive Leadership Team and Board to meet mutual objectives • Host CEOs of large Bundaberg companies to a corporate BHSF morning tea 	
5. To support hospital staff by funding professional development that directly benefits patients	Support hospital staff with professional development to directly benefit patients	<ul style="list-style-type: none"> • Review information re funding already provided to staff for professional development and % uptake. • Review staff survey information to understand their PD needs • Prioritise and allocate funding to meet professional training requirements/ request • Expand and manage the Winnie May Scholarship • The Board chair to communicate regularly with grandniece of Dr May to ensure her ongoing sponsorship of the Winnie May scholarship 	
6. To support, maintain and	Volunteer Development	<ul style="list-style-type: none"> • Review best practice for volunteer management support 	

develop our volunteer base	Management Plan	systems <ul style="list-style-type: none">• Review volunteer management practices at other Foundations• Review and endorse BHSF volunteer development, management, activity and investment plan	
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