



Strategic Plan Introduction

The Bundaberg Health Services Foundation raises funds to support patient services at Bundaberg Hospital and aims to enhance services available to patients, carers, staff and the community. We are local people, helping local patients.

Established 11 years ago by a dedicated board of volunteers, the Foundation has only been staffed since 2008 which is reflected in the growth of activity and services in the past four years.

While the Foundation has grown, so to have the demand for services and funding these services remains our major challenge. Partnerships with local community groups and individual donors have grown to the point that new services have been established including the rural patient accommodation project, additional equipment and nursing scholarships.

Our future is a dynamic one with an emphasis on securing a business entity to generate operational capital. This will not only enable us to increase patient services but also fund our requirement to meet statutory obligations.

Bundaberg Health Services Foundation

Strategic Plan 2012-2016

Our vision: Is to enhance the health and well being our community through research, education, support, community partnerships and shared resources.

Our purpose: To raise funds to support patients, carers, hospital staff and the community by creating or enhancing quality patient services.

Our strategy:

- Quality service provision to benefit patients, staff and donors
- Providing the best value for the donated dollar
- Being an independent link between the community and its health service.

Relationship to Government:

BSHF provides a link between the Bundaberg Hospital and the community that enhances community experience of the local health service.

Strategic challenges:

- to generate an operating income
- to meet ever-increasing needs with few resources
- to effectively compete for limited fundraising dollars
- to achieve mandatory requirements with limited administrative support.

Strategic priorities:

- to survive, then grow in a highly competitive non-profit sector
- to meet patient needs and demands
- to create a corporate outlet to generate operating capital

Strategic opportunities:

- to link with the local health service to provide a business entity that meets their needs and our goals
- to create services that lie outside traditional government responsibilities

Objectives:

- to provide safe, comfortable, convenient and affordable *accommodation* to patients and carers
- to assist with the provision of convenient patient *transport*
- to provide extra patient services and *equipment* not funded by government
- to support staff with enhanced *training* opportunities that benefit local patients
- to provide a service to local *fundraisers* to assist their contributions to the local health service.
- to generate additional income to supplement our fundraising initiatives

Performance Indicators:

- patient accommodation occupancy and user feedback
- transportation occasions of service figures and user feedback
- quantity and quality of equipment provided from the Wish List
- relevance and quantity of staff scholarships
- numbers of partnerships with local fundraisers, their dollar value and outcomes.
- Business profitability, occasions of service and customer feedback

Strategies:

- We aim to obtain more modern accommodation with fewer maintenance requirements
- We will raise funds to start the patient transport services
- We work and liaise with hospital staff to maintain Wish List
- We communicate with hospital staff to identify and meet training needs
- We will promote BHSF and its link with the community as an innovative, effective and organised service provider
- We will create a profit-generating business unit at Bundaberg Hospital that meets a consumer need and a health service demand.

Timeframe:

Four years from 2012 to 2016

Supporting Documents:

Operational Plan 2012
Financial Management Plan

Bundaberg Health Services Foundation Operational Plan 2012

This Operational Plan details the activities the Bundaberg Health Services Foundation intends to undertake during 2012 to meet the initial demands of our Strategic Plan 2012-2016.

It is the “day-to-day” activity that collectively meets our strategic objectives.

There is a risk that:

- operating income uses an increasing proportion of BSHF revenues

Without the expansion of our business unit (Code Blue) we have very limited ways to generate operational income. We need to actively lobby for business units within the health service to meet their needs and our objectives. Without securing a business unit on site, we will need to look at a community based business interest which is a less attractive option.

- the Foundation cannot meet community/hospital requests for funds from existing revenues

Now the BSHF has a higher community profile, more people are approaching us with things to fund. We need to ensure we communicate our strategic priorities clearly to the community and only commit to projects that are consistent with these and that we can manage within our very limited human resources.

- the Foundation’s share of limited fundraising dollars declines.

In the current financial position, fundraising dollars are hard to come by and with increasing competition for charitable dollars, the BSHF has to maximise its unique benefits if we want to remain viable.

- the Foundation is unable to meet mandatory requirements due to limited administrative support.

Until a business unit can be established, the BSHF will always have a priority on raising funds to meet its vision and mission. We need to look at completing all statutory requirements effectively but very efficiently.

Services

The following services deliver valuable outputs to clients and need to be managed to ensure their growth:

- patient accommodation
- patient transport
- non-government funded hospital equipment
- nursing scholarships
- statutory and audit requirements
- increasing operational funding
- building community profile
- increasing community fundraising
- enhancing individual donations

Performance Information

Patient Accommodation

1. Investigate the relocation of the service to a property with low maintenance and one preferably controlled by BHSF to enable community groups to assist with maintenance.
2. Establish a QH based after hours access system that is reliable.
3. Investigate ways to level occupancy to avoid peaks and troughs.
4. Increase liaison with private facilities to look at funding contributions.
5. Review annual budget to assess profitability

Patient Transport

1. Raise additional funds to enable the purchase of two vehicles via Mayor's Ball and sponsorship.
2. Work with QH to develop handover timetable
3. organise signage to promote BHSF and any key donors.

Non-government funded hospital equipment

1. Instigate a six monthly review of the Wish List that involves all NUMs and DON
2. Introduce better signage on equipment

Nursing Scholarships

1. Evaluate format of the Winnie May Scholarships
2. Review scholarship prospectus to update eligibility
3. continue strong internal promotion of scholarships to increase pool of applicants

Statutory Requirements

1. complete all policy requirements prior to June 30 including operational plans, financial management plans, procurement policies etc.
2. finalise arrangements with Ulton regarding timeline for audit

3. seek quotes from qualified auditors to complete 2012 audit and timeline
4. create two annual documents - annual report in new format to meet statutory requirements and annual review as a marketing tool only.
5. Liaise with foundation managers and meet twice yearly to share skills sets for statutory load.
6. Implement a weekly commitment to maintain financials.

Business Unit

1. Create a business proposal for the Wide Bay Health and Hospital Service to consider in relation to the BHSF being awarded the catering contract.
2. If a written commitment can be received from the health service, a business plan is commenced detailing sites, staffing, menus, hours, promotion, budget.
3. Enhance services provided at the Code Blue to offer a set training format.
4. Investigate extension of trading hours until the catering contract is won to move into morning market.
5. Establish coffee bar at Bundaberg Library with relevant policies and training.
6. Promote Library coffee bar
7. Promote new barista training to offset increasing demands for volunteer hours to cover both services.
8. Review purchasing policy on coffee supplies.

Build Community Profile

1. Continue promotional plan to reinforce market recognition.
2. Increase signage at business units, especially Bundaberg Library.
3. Investigate use of non-traditional communication tools including Facebook.
4. Encourage the use of uniform to reinforce public image

Increasing Community Fundraising

1. Investigate local events to piggy-back fundraising opportunities
2. Partner with community groups to win beneficiary status
3. Research a health promotion activity

Individual Donations

1. Review bequest program
2. Seek assistance of legal body to promote bequest program.
3. Increase in-hospital promotion for patients and carers to donate direct
4. Work with hospital staff via orientation to nominate BHSF as the hospital's preferred fundraiser.
5. Review hospital patient guide to update information
6. Identify health groups to target for guest speaking roles and promote ways BHSF can increase services or assist eg arthritis, prostate cancer,

Timeframe

The Bundaberg Health Services Foundation Operational Plan is for a one year period from the calendar year 2012.

Evaluation

The Operation Plan will be reviewed, evaluated and the process of building the next plan for 2013 will commence after the audit processes are complete in late September.