

RBWH Foundation

Strategic Plan FY26-FY29



Our purpose

Save lives through the extraordinary power of giving

As we reflect on our 40-year history and embark on this next chapter for the RBWH Foundation, we are driven by a focused strategy that leverages our specialist expertise in fundraising to build a philanthropic culture anchored in gratitude for the exceptional health services provided by our Philanthropic Partners. This strategy capitalises on the profound sense of reciprocal generosity across our community, positioning the Foundation as a beacon of optimism and confidence for all stakeholders.

In a healthcare landscape shaped by shifting demographics, growing demands, and evolving community expectations, the role of philanthropy has never been more vital. Queensland's population is projected to exceed 6 million by 2029, and with this growth comes the increasing need for advanced healthcare solutions and resources. Chronic diseases affect nearly half of Australians, and preventable conditions such as obesity, diabetes, and mental health challenges continue to place significant pressure on our healthcare system.

Yet, amidst these challenges, we find strength in the unwavering generosity of Australians, who collectively contributed over \$12.7 billion to charities in 2020. This resilience and commitment to supporting meaningful and impactful causes remind us of the extraordinary power of giving.

This five-year strategic plan articulates our vision to harness this generosity, strengthen partnerships, and drive transformative outcomes. Built upon collaborative frameworks such as Future Herston, the RBWH Outlook Plan 2025–2029, and our Theory of Change and Impact Framework, our focused strategy reflects a resolute commitment to excellence, innovation and measurable impact.

We are profoundly grateful to our community, partners, and team for their dedication and passion, which make this vision possible. As we advance this focused strategy, we are confident in our ability to rise to the challenges and opportunities of the next five years, ensuring the RBWH Foundation remains a vital catalyst for progress in Queensland's healthcare system.

Kristin Devitt
Board Chair

Simone Garske
Chief Executive Officer

The plan aligns with the Government's Reform Agenda for Health (Q32 Reform Strategy) while taking into account the unique context of our Foundation and its operating environment. It reflects our steadfast commitment to respecting, protecting, and promoting human rights in all aspects of our work.

Our mission

Together, we advance patient care and life-saving research

Opportunities

- ✓ **Brand leadership:** Position the Foundation as a health innovation leader through alignment with health and philanthropy initiatives, transparent impact reporting, and compelling storytelling.
- ✓ **Community engagement:** Strengthen ties with healthcare professionals and diverse communities through co-created, resilience-focused programs that build trust and loyalty.
- ✓ **Strategic partnerships:** Grow collaborations with corporates, government, and tech innovators in AI and telehealth. Amplify reach via joint campaigns while maintaining clear differentiation.
- ✓ **Innovative & technology:** Champion projects using AI, telehealth, and wearables to enhance care and research. Ensure cybersecurity compliance and use immersive digital tools to engage donors.
- ✓ **Financial resilience:** Prioritise sustainable and flexible revenue streams and adopt data driven fundraising to offset economic pressures. Reinforce governance for compliance and long-term impact. Develop trust based philanthropy programming to optimise the trillions in intergenerational wealth transfer.
- ✓ **Philanthropic partners:** Optimise the way we work with our philanthropic partners to accelerate fundraising and grantmaking and achieve the right balance of a collaborative vs single hospital/institute focus.

Our impact

Create opportunities to connect givers to great causes

Risks

- **Reputation:** Lack of measurable impact and transparency could erode trust in a competitive, ESG-focused landscape.
- **Community misalignment:** Programs that ignore demographic shifts or cultural needs risk reduced engagement and relevance.
- **Workforce challenges:** Difficulty attracting and retaining skilled staff and embedding scalable processes may hinder delivery.
- **Donor dependence:** Over-reliance on major donors or partners exposes vulnerability; diversification is critical as is harnessing gift in will and increasing major donor giving as this achieves the greatest ROI.
- **Economic pressures:** Inflation and cost-of-living trends may affect giving, requiring robust, diversified revenue strategies.
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Our strategic priority to 'Catalyse transformative care and life-saving research' contributes to the Queensland Government's objective of the community of **Health services when you need them.**

Our priorities



Community trust and engagement:

Pursue excellence in health fundraising and philanthropy

1. Raise funds to support the development and implementation of impactful health initiatives that address Queensland's most pressing health needs
2. Embed a philanthropic culture, building and maintaining relationships based on gratefulness and reciprocity with patients and families, supporters, hospital staff and research community
3. Develop and strengthen strategic relationships with Government, Hospitals & Research Institutes, and Aligned Corporate Partners

Key results

- ✓ Year-on-year growth in fundraising and unconditional giving
- ✓ Increase in supporters, renewal rates of existing donors, and giving frequency
- ✓ Greater community trust and awareness across key relationship groups and increase in charitable brand recognition
- ✓ Improved quality of critical strategic stakeholder relationships

Scale and focus:

Catalyst for transformative care and life-saving research

1. Facilitate high-impact projects and collaborative networks that transform patient outcomes and advance medical research
2. Fund grant applications for innovative healthcare projects, pilot programs and clinical trials, supporting their translation into practice
3. Provide opportunities for medical advancement, championing local established and early career researchers

Key results

- ✓ Foundation House and Queensland Cancer Centre (QCC) established as priority collaborative projects with key strategic stakeholders
- ✓ More grants contributing to a transformative impact on health outcomes
- ✓ Improved patient-care experiences via our funded initiatives
- ✓ Increased equitable access to research funding

Deliver and demonstrate:

Drive impactful fundraising campaigns and grantmaking

1. Ensure the most strategic fundraising opportunities inform campaign initiatives
2. Utilise robust and scalable evaluation frameworks to expand the reach, measure and communicate the impact of grants
3. Regularly review grant-making priorities to align with evolving healthcare and community needs

Key results

- ✓ Fundraising campaign success
- ✓ Grants meet or exceed their intended impact metrics
- ✓ Annual impact report demonstrates transparent, fair and equitable grant allocation
- ✓ Increase in total funds distributed to support research and patient care

Strength and sustainability:

Build a resilient, efficient, and people-powered future

1. Recruit, train, develop and retain the right people in the right jobs, enhancing organisational expertise
2. Continuously improve systems, technology, and processes to support growth, efficiency and effectiveness.
3. Manage our financial health to ensure support of the strategy.

Key results

- ✓ Optimised resourcing aligned with strategic priorities
- ✓ Achieve strategic HR metrics
- ✓ Define, track and report on success of all major initiatives/investments
- ✓ Achieve Net Asset position, Operating Surplus result and Fundraising/Revenue Mix ratio