RBWH Foundation Strategic Plan FY26-FY30



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.

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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 differentiation:** Position the Foundation as Queensland's preeminent health fundraising and philanthropic organisation, enhancing its recognition, influence, independence and ability to attract major donors and partners.
- ✓ Community engagement & ownership: Strengthen connections with healthcare workers and diverse communities across Queensland, fostering support, awareness, and a shared sense of purpose to increase loyalty and long-term support.
- ✓ Partnership strength: Build and leverage strategic partnerships to amplify the Foundation's reach, drive impactful collaborations, and foster innovation in healthcare.
- Innovative approaches & technology enablement: Support and showcase cutting-edge medical research and patient care projects that service the whole of Queensland, leveraging emerging technologies to address unmet healthcare needs and enhance donor engagement.
- ✓ Focused growth & financial resilience: Prioritise the optimisation of sustainable revenue directly aligned with our philanthropic and fundraising expertise. Adopt industry best practices in governance to strengthen financial resilience, ensure transparency, and secure long-term viability in support of our mission.

Our impact

Create opportunities to connect givers to great causes

Risks

- **Reputation:** Failure to meet stakeholder expectations could damage public trust and credibility, essential for sustaining donor support and community confidence.
- **Community misalignment:** Programs or initiatives that fail to resonate with Queensland communities or address their needs may limit engagement and conversion to philanthropic reciprocity, reducing the Foundation's effectiveness and relevance.
- Workforce challenges: Difficulty in optimising the structure and processes for scalability could hinder operational efficiency, innovation, and the Foundation's ability to deliver on its strategic priorities.
- Partnership or donor dependence: Over-reliance on key partners or donors could expose the Foundation to vulnerabilities if relationships change, impacting revenue mix and project sustainability.
- Financial and economic conditions: Fconomic uncertainties (inflation, cost-of-living pressures, and high interest rates), could impact donor behaviour, investment performance, and the Foundation's ability to sustain long-term projects.



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Community trust and engagement:

Pursue excellence in health fundraising and philanthropy

- Raise funds to support the development and implementation of impactful health initiatives that address Queensland's most pressing health needs
- 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

Our priorities

Scale and focus:

Catalyst for transformative care and life-saving research

- 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
- 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

- Ensure the most strategic fundraising opportunities inform campaign initiatives
- Utilise robust and scalable evaluation frameworks to expand the reach, measure and communicate the impact of grants
- 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

- 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