

Strategic Plan

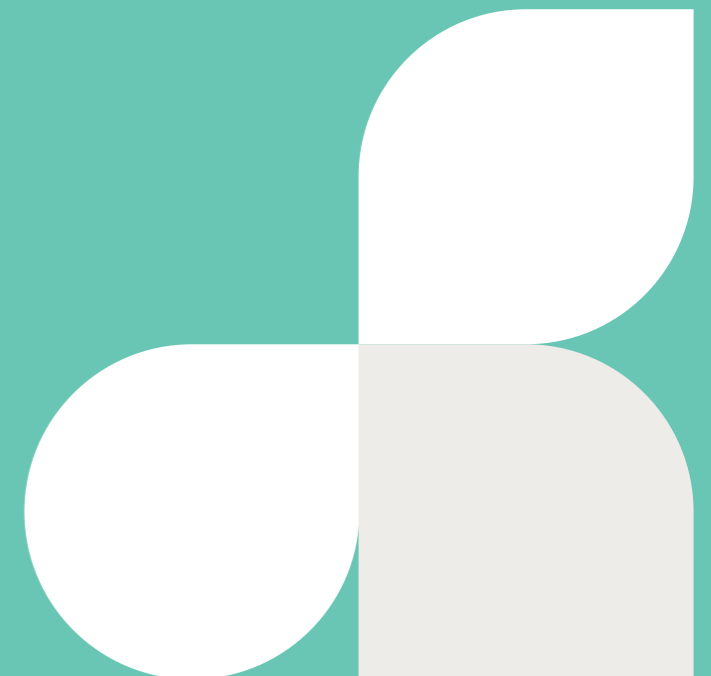
2023-2026





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Welcome



I am delighted to present the new Sydney Children's Hospitals Foundation (SCHF) strategic plan, a crucial document that provides a clear picture of our vision and mission, our goals for the future and how we intend to achieve them.

One of the largest and most trusted children's charities in the country and one of the largest children's hospital foundations in the world, SCHF exists to provide all children access to the best possible healthcare, whenever and wherever they need it.

We are proud to be the exclusive philanthropic partner of the Sydney Children's Hospitals Network, the largest kids' health network in Australia, encompassing two major children's hospitals, specialised care services and cutting-edge paediatric research.

Thanks to our community of donors, supporters, friends and partners, the Foundation has seen incredible growth. Over the last three years alone, we have raised over \$170m. By working closely with the Network, we have been able to ensure funds raised go directly to both the frontline and the future of children's health.

As SCHF approaches its 40th anniversary in 2026, we are proud to continue the legacy of philanthropic work that has supported children across hospital sites in Randwick, Glebe, Camperdown, and Westmead since 1858. As we prepare to mark this significant milestone, we are excited to take things to the next level in pursuit of our mission of going all in for kids' health.

As the new CEO, I am thrilled to be joining SCHF at such a pivotal moment. Through close family connections and my own personal experiences with the Foundation, I know first hand the difference that clinical excellence, cutting-edge research and heartfelt care and support can make at the most difficult of times.

So it's a real honour and a privilege to be welcomed into the Movement of Many, our collective of over 70,000 unstoppable changemakers made up of donors, volunteers, partners, supporters and SCHF team members past and present. Together, we are a force to be reckoned with.

Without a doubt, the post-pandemic children's health space is facing significant changes. At times like this, it's important to remember that success and achievement are not only measured by what we accomplish, but also by how we respond to what lies ahead.

Navigating this rapidly evolving landscape will see us emerge stronger, smarter and more resilient than ever before, ready to take advantage of the incredible opportunities that exist to harness the power of philanthropy at the frontline and in the future of children's health.

SCHF would not be in a position to take advantage of these new opportunities without those who have given their all to get us here. I know I speak on behalf of everyone at the Foundation in acknowledging the outstanding contribution of outgoing CEO Nicola Stokes, Chair Duncan Makeig and a number of longstanding board members.

Under Nicola's leadership and with the support of the Board, SCHF has experienced tremendous growth, expanding to cover the five entities of the Network, more than doubling our revenue and building the structures and systems needed to propel us into the next phase of our journey. Nicola and the previous Board leave a remarkable and lasting legacy.

I also thank the current SCHF team, both those that have been with us a long time and those, like me, that are new on the scene. I am struck by the strength and depth of the beautiful culture at SCHF. Our team is ambitious and adventurous, warm, caring and authentic. With this as our bedrock, we can truly reach for the skies in our mission to achieve the biggest possible impact in children's health.

Finally, I highlight our relationship with the Sydney Children's Hospitals Network. One of the things that excited me most about joining SCHF at this time was the chance to support the caring clinicians and cutting-edge researchers at the Network. Together, the Network and SCHF can leverage our combined strength and leadership to broker new partnerships and opportunities for the Network itself and for the kids and families who are served by it.

This vision and approach lies at the heart of this strategic plan and it will inform and guide our intentions, objectives and actions over the next three years.

SCHF has come so far and there is so much more than we can achieve. We are a team bursting with ideas, energy and ambition, ready and raring to embark on this brave new chapter of our story.

Thank you to all our amazing donors, partners, friends and supporters - our Movement of Many, standing alongside us to go all in for kids' health.

A handwritten signature in blue ink, reading 'Kristina Keneally'.

Kristina Keneally CEO, SCHF

Development, background and rationale

A core part of SCHF's commitment to its continued evolution and growth, this strategic plan was developed by our executive leadership team, in close consultation with the Board and our primary partners, the Sydney Children's Hospitals Network.

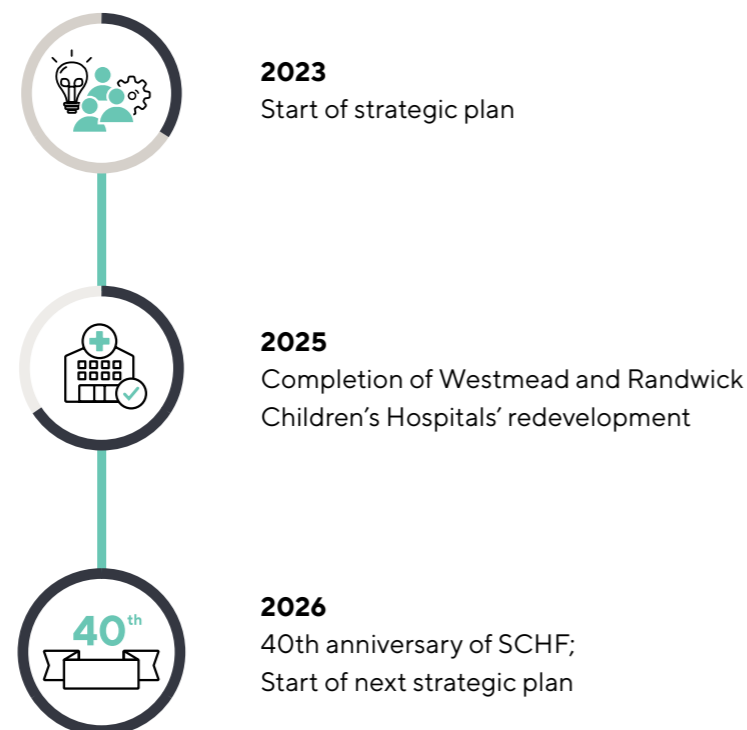
A key focus of the plan is to take advantage of the Foundation's recent success in raising funds over the past three years and to align the opportunities that have arisen from this with the growing needs of children's health.

In recent times, the redevelopment of the Westmead and Randwick Children's Hospitals has received a significant portion of the fundraising allocation from SCHF, with over \$60m raised.

With these projects scheduled to be completed in 2025, SCHF now has the chance to redirect its focus towards new areas of need, working alongside the Network to continue to bring world-leading care to the frontline and future of children's health.

The renewed alignment between the Foundation and the Network, as set out in this strategic plan, will take us through to our 40th year anniversary in 2026, after which a new, longer-term plan will set the path forward far into our future.

Timeline



Intentions and ambitions

Over the years, SCHF's future-oriented approach has been a driving force behind our success. As we continue to look forward into the complex and constantly evolving world of children's health in the years and decades to come, our aim is to gain a more comprehensive understanding of what lies ahead.

To meet these changes head-on, we have developed this strategic plan as a vehicle to outline 'categories of need' in both the mental and physical health of future generations of children. This will show us where the incredible power of philanthropy is best placed to provide vital funding, resources, and expertise before it's too late.

Having generated over \$170m in revenue through fundraising over the last three years, our ambition is to increase this to \$190m over these next three years. Growing our fundraising revenue by \$20m will be a challenge, particularly in the current economic climate, but it is a task we are ready and willing to take on.

This strategic plan marks a crucial step forward in this ambitious goal, one that will see us strengthen our partnership with the Network to safeguard the future of children's health in Australia. It's also a chance for SCHF to explore opportunities for new partnerships to be formed with universities, research facilities, allied health providers or other trusts and foundations.

Through a period of deep investigation, we will gain valuable insights into the biggest questions and opportunities where we must focus our attention in the long term. While the path ahead is yet to be set, there is one thing we know for sure: to achieve the transformative change we seek, we must harness the incredible power and possibility of philanthropy.

Throughout the history of the Foundation, philanthropy has provided important incremental support to our healthcare system. Much more than just funding, it has enabled new partnerships to be formed and fostered closer collaborations and connections within our shores and beyond. But what if philanthropy and advocacy could create a gear change, to build a momentum that could kick start the transformation of paediatric healthcare?

What if, in the next decade, we could witness a new legacy set by SCHF and our Movement of Many? A seismic shift to harness the true power of philanthropy, fueling a giant leap forward in scientific advancement to change the landscape of kids' health forever.

SCHF's role is to take on this challenge. We must be a conduit, an enabler and a mechanism for powerful change. We must connect donors to the frontline and the future, spearheading the charge to achieve the biggest possible impact and go all in for kids' health.

\$ \$170m last 3 years

\$ \$190m next 3 years

We have developed this strategic plan as a vehicle to outline 'categories of need' in both the mental and physical health of future generations of children.

Considerations and context

A wide range of internal and external factors have played a part in the development of this strategic plan and the new direction we are setting out for SCHF.

We're incredibly proud of the significant growth we have achieved in recent years, both in scale and capacity. With an improved financial situation that places us in the top tier of charities in the country, we have increased our ability to create greater impact than ever before.

Behind the scenes, we have been hard at work taking our structure, capabilities and operations to new levels. We have expanded our workforce, implemented new systems and processes and launched a number of new initiatives to strengthen the inner workings of SCHF.

Innovation remains at the heart of the Foundation as we continue to build a contemporary, future focused charity fuelled by fresh ideas, new thinking and creativity.

With these achievements, we are well-prepared to take on the specific challenges that come with navigating what is an ever complex children's health landscape. This includes balancing the priorities of today's care with tomorrow's needs, recognising shifts in the needs of paediatric health and managing changes to how healthcare is being delivered.

There have also been significant changes in how people are giving to charities in Australia. First emerging pre-Covid but accelerated by the pandemic, the changes include a move from individual to group giving, higher-value one-off donations preferred to lower value-regular giving and loyalty-based giving being increasingly impacted by impulsive giving behaviour.

Despite the shifting nature of giving, philanthropy remains the key to delivering outcomes that surpass all other approaches. By leveraging its power, we can aim for radical advancements in children's health instead of settling for minor improvements.

As an organisation, we remain focused on making the most significant impact possible with every dollar donated. Determining what that impact should look like is a crucial question that we have set out to answer as part of this strategic plan.



Strategic plan and key points

This digram has been created to provide an overview of the action and commitment that underpins our new strategic plan.



Our mission

Recognises the crucial role that philanthropy plays as the only viable method to achieve our goals.



Frontline + Future

Demonstrates SCHF's dual approach, focusing on both the frontline and future of kids' health. By following this approach we can address issues that exist today and tackle new challenges to help find treatments and cures for the future.



Our impact

Highlights the commitment to our partnership as the exclusive fundraiser for the Sydney Children's Hospital Network, the kids and families they serve, and children everywhere.



How

Identifies the innovative and forward-thinking approach that will guide the decisions we make and the action we take.



Employer Value Proposition (EVP)

Reaffirms our focus on attracting and retaining top talent as an employer of choice in the charity sector and beyond.



Measurement

Shows how we will prioritise accountability in measuring our achievements.



Why



What



How



Measurement

Sydney Children's Hospitals Foundation

All in for kids' health

Our vision:

All children should have access to the best possible healthcare, whenever and wherever they need it.

Our mission:

Harness the power of philanthropy, bringing world-leading care to the frontline and future of children's health, with a focus on services delivered by the Sydney Children's Hospitals Network.

Our ambition:

To create a transformative positive impact for children by raising more money to invest in both the frontline and future of kids' health.

Frontline

Future

People	Place	Programs	Innovation	Transformation
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Our impact:

Our impact is informed by the voices of the children and families we serve, our donors, the Sydney Children's Hospitals Network and the medical community.

The benefit:

Changing the future of paediatric health through philanthropy ensures thriving kids, healthy communities, a stronger nation and a brighter future for us all.

Our legacy:

The standard of paediatric health takes a quantum leap forward and the trajectory of kids' health is changed through philanthropic intervention.

Our role:

A conduit, an enabler and a mechanism for powerful change, we connect donors to the frontline and future of kids' health as part of a shareable movement to change the landscape of paediatric health.

Scale for impact

Design partnerships, commercial investments, and new fundraising channels allowing SCHF to scale to increase its impact on kids' health.

Grow our reach

Engage current and prospective donors, demonstrating SCHF is the destination for individuals and organisations to realise their philanthropic goals.

Be a voice for kids' health

With a strong reputation as a leading fundraising organisation and a conduit for local, national and global stakeholders who support SCHF's mission, advocate for kids' health as a priority investment in our future.

Build a sustainable business

Build a future-proof, sustainable, transparent business, effectively distributing funds to the frontline and future of kids' health for this generation and the next.

Our Employer Value Proposition (EVP):

A team of unstoppable changemakers going all in for kid's health.

Impact	Reputation	Culture	Value
Funds raised, funds distributed, and social impact outcomes.	Donor and community engagement, donor base, brand awareness, and brand understanding.	Reflect our values, and be an employer of choice and best place to work.	Financial performance, efficient operations, strong governance, stakeholder, and staff engagement.

Focusing on what matters

To help steer our decisions and inform our actions over the next three years, we are focusing on a number of key areas and strategic objectives.

Whether it's finding more powerful ways to tell our story, harnessing new ways of thinking and doing, or building stronger connections with those by our side, these areas of focus will keep our actions on track and our sights set high as we continue on our mission to go all in for kids' health.

1 Unlock our potential

We will unlock the potential of our organisation by understanding where philanthropy can have the biggest impact on paediatric health and then focusing our team against these strategic priorities while fostering a culture that's driven by purpose, instills pride and creates a flexible and empowering environment where people can do their best work.

Strategic objective:
Identify the meaningful impact philanthropy can make on paediatric health

We will work with SCHN to attract larger, multi-year transformational gifts that deliver new models of care for the frontline and future of kids' health while building our donor pipeline to support significant philanthropic gifts.

Strategic objective:
Enhance our structure and redefine resource management, processes and policies

We refocus our team against our strategic priorities and identify, then design or invest in, important and useful resources, including technology tools, so we can excel in our work with improved collaboration and efficiency.

Strategic objective:
Enhance our purpose-driven workplace culture with our EVP

Our people will be able to achieve their full potential within a flexible, empowering, supportive and inclusive environment and structure that enables them to do our best work, develop professionally and feel proud of our contribution to kids' health.

2 Unleash our story

We will build a recognisable brand which ignites imaginations, rallies supporters and shares the impact of our work through the story of our purpose.

Strategic objective:
Create a compelling shared vision with SCHN to drive the comprehensive campaign

Work with SCHN to design a compelling shared vision which aligns our brands and defines funding priorities that will inspire donors to join the cause and make a transformational impact on kids' health.

Strategic objective:
Share our creative brand platform

Establish our brand in a way that resonates with our audience so our story can keep growing, evolving, and spreading.

Strategic objective:
Consistently deliver our story

Use every touchpoint, interaction and engagement with supporters to reinforce our brand, purpose and demonstrate our impact.

3 Fuel our connections

Our engine for growth will be our ability to create and sustain deep, emotional and loyal connections with everyone we engage with, across all touchpoints and key decision-making moments.

Strategic objective:
Meaningfully connect with stakeholders at all levels

Enable consistently meaningful experiences to nurture loyal relationships across NSW, particularly Western and Northern Sydney, with state and federal government, and other partners.

Strategic objective:
Harness data, technology and digital strategies

Use digital tools to provide insights that power authentic connections, guide personalisation, and build and strengthen relationships. These tools will help us build pipelines and match opportunities and messaging to the right audiences, in the right way and at the right time.

Strategic objective:
Strengthen connections between the Foundation and SCHN

Deepen the understanding of purpose, progress and partnership with SCHN and the patients, families and clinicians we support.

Actions and activities

Over the next three years, SCHF will complete a number of critical activities and initiatives.

These initiatives span a variety of areas including efficiency and effectiveness, product development, branding, data analytics, social impact, reconciliation and our Employee Value Proposition.

The outcomes of these activities will be tangible, measurable, and significant, demonstrating SCHF's commitment to driving meaningful change, within the organisation and beyond.



Strategic

<p>2023</p> <p>Develop and implement a new EVP</p>	<p>To grow, nurture and strengthen our incredible team of unstoppable changemakers, SCHF will develop and deploy a new Employer Value Proposition (EVP). Focusing on our current team, prospective staff and the SCHF alumni community, the new EVP will enhance our employee experience, continue to shape a diverse and inclusive work force and position the organisation as an employer of choice, within the charity space and beyond.</p>
<p>2024</p> <p>Develop and implement a new RAP</p>	<p>Our Reconciliation Action Plan (RAP) represents our ongoing commitment to reconciliation with Aboriginal and Torres Strait Islander peoples. As a children's health charity, we work with kids and families from all walks of life, and we want to ensure we are being inclusive in our work. To do this, we need to raise awareness, and acknowledge and respect Aboriginal and Torres Strait Islander cultures within our organisation and outside of it. By committing to this RAP process, we are taking a step forward in our journey towards improving healthcare and services for Aboriginal and Torres Strait Islander peoples in New South Wales and across the country. Our RAP builds on the foundation we have already established across the organisation and affirms our unwavering commitment to this important cause.</p>
<p>2024</p> <p>Implement the Social Impact Framework</p>	<p>The Social Impact Measurement (SIM) Framework will equip SCHF with the necessary tools and processes to collect and communicate impact data effectively. This will enable us to share an evidence-based narrative of the positive change brought about through philanthropy. The SIM Framework will be built on the existing systems and processes that SCHF and SCHN have established to understand, measure and report on social outcomes.</p>



Tactical

<p>2023</p> <p>New Board Committee Structure</p>	<p>To better meet the needs of SCHF's growing business and utilise the specialised skills of new board members, a new committee structure has been implemented. Along with the existing Audit and Risk Committee and People and Culture Committee, two new committees have been established. The Fundraising and Brand Committee is responsible for overseeing SCHF's fundraising innovation and marketing initiatives to ensure a strong brand and reputation. The Giving and Impact Committee will govern the distribution of funds raised to maximise the impact on paediatric health outcomes. The Commercial Investment Committee will also convene as needed to review commercial opportunities which could support fundraising efforts.</p>
<p>2023</p> <p>Implement the new brand</p>	<p>We are committed to building a strong, recognisable brand that captures the imagination of our supporters and effectively communicates the impact of our work. In 2021, we unveiled a new brand positioning and are now focused on increasing brand awareness within the community. Our first brand campaign will launch in 2023, and we will continue to establish our brand in a way that resonates with our audience and enables our story to continue to evolve and spread. We will harness every touchpoint, interaction and engagement with our supporters as an opportunity to reinforce our brand, our purpose and demonstrate the impact of our work.</p>
<p>2024</p> <p>Create a group of philanthropic unstoppable changemakers</p>	<p>Friends of the Foundation is a select group of donors and supporters who are leaders in their respective fields of business, finance, technology, and research. They value philanthropy and are committed to driving positive outcomes for the community through their charitable giving. To achieve our annual revenue target of \$100m, we must strengthen our connections with our high-net-worth donors, successful business leaders, and experts in philanthropy, finance, technology, and research, and establish new relationships with potential donors in these categories. We aim to establish enduring relationships with donors who are passionate about our vision and mission and who can advise us on the best way to drive philanthropic support for world-class paediatric research and practice. With Friends of the Foundation, we can directly engage and inspire these donors to create change and make a lasting impact.</p>
<p>2024</p> <p>Implement new initiatives</p>	<p>As a new function at SCHF, the goal of the Donor Experience team is to create and implement innovative and strategic opportunities for meaningful engagement, making donors feel valued, celebrated, and connected. The team will encourage donor loyalty, drive increased retention and larger average gifts, and facilitate a multichannel approach to convert supporters higher up the donor pipeline for lifelong support.</p> <p>Through our Art Program, retail offering and Patient Experience program, the team will engage grateful patient families and provide ways for them to express their support to the hospitals which have served them so well.</p>



Tactical

2026

Improve organisation effectiveness and efficiency

To increase fundraising revenue, we will optimise processes to strategically plan and execute campaigns effectively. We will drive efficiency by implementing new processes and productivity tools that streamline fundraising activity and marketing programs. Thoughtful resource management and effective prioritisation of work will ensure the quality delivery of projects that meet ROI and/or engagement targets. All activities and programs will be considered through a strategic and cross-functional lens, informed by data.

2026

Enhance our data and analytics capability

By enhancing SCHF's data and analytics capabilities, we will significantly improve our fundraising and donor engagement efforts. This includes new ways of identifying potential donors, evaluating campaign performance and forecasting future donor behaviour. By leveraging data-driven insights, we can make more informed decisions, optimise our resources and show a clearer demonstration of the power of philanthropy at the frontline and future of children's health.



Expansive

2026

Build an effective national platform

We will continue to expand our national fundraising platform using the CHL structure. Through the alliances we have formed with children's hospital foundations across Australia, we can help provide a platform for donors looking to support sick children across the country whilst also making an impact at a local impact level.

Our goal is to establish innovative fundraising partnerships and collaborations with donors to raise funds through the alliance. By doing so, we can ensure that sick kids in Australia receive the best possible treatment and spend the least amount of time in hospital.

2026

Improve product development pipeline

To improve our product development pipeline, we are implementing and refining the Investment Prioritisation Framework and the Funding Advisory Working Group (FAWG) in partnership with SCHN. Our goal is to identify the most impactful areas in paediatric health where philanthropy can make a meaningful difference. We will work closely with SCHN to attract larger, multi-year transformational gifts that can deliver new models of care for the frontline and future of kids' health. Additionally, we are developing compelling proposals in partnership with SCHN to attract these gifts and deliver new models of care for our frontline, as well as future care via research and translation.



Measuring success and delivering the plan

Accountability is an essential part of SCHF's ongoing success. This balanced score card shows how the tools and resources have been put in place to effectively measure our achievements, assess our progress and identify areas for improvement.

Balanced score card

External measures

1	Impact The fundraising revenue we generate reflects how well we have engaged our donors in our cause and the strength of our stakeholder relationships.	FY19-FY22 benchmark \$170m fundraising revenue	FY23-FY25 target \$190m
2	Reputation This measures levels of trust among our donors and the community and reflects how well we deliver on our promises.	FY19-FY22 benchmark 90/100	FY23-FY25 target 92/100

Internal measures

3	Effectiveness This reflects how effectively we are running our organisation and how well we understand the drivers of cost and revenue.	FY22 benchmark 22% Cost of fundraising	FY23-FY25 target Revenue & Expenses on Budget
4	Culture This reflects how true we are to our values and how well we are performing as an employer of choice.	FY22 benchmark 78% Employee engagement	FY23-FY25 target 82%

Our new strategic plan represents the beginning of a new chapter for SCHF, a point marked by the handover from one leadership team to another. Building upon the impressive work of our predecessors, the new team, which includes an expanded workforce and a number of changes at Board level, is committed to underpinning the new strategic plan with a clear focus on excellence and delivery.

Governance model



Revenue targets



Vision and mission


Providing all children with access to the best possible healthcare, whenever and wherever they need it, has been at the heart of Sydney Children's Hospitals Foundation for many years. As we turn the page to embark on an exciting new chapter of our story, it remains the driving force behind everything we do.

The direction, intention and leadership outlined in this new strategic plan is a reflection of our forward-facing approach and our ambitions to build a world-leading charity.

With a dedicated team of unstoppable changemakers, the strength of our relationship with Sydney Children's Hospitals Network and the collective efforts of the amazing donors, supporters and partners that make up our Movement of Many, we can continue to deliver on our mission – harnessing the power of philanthropy to bring world-leading care to the frontline and future of children's health.

 **Our vision**

We believe that all children should have access to the best possible healthcare, whenever and wherever they need it.

 **Our mission**

That's why we're on a mission to harness the power of philanthropy, bringing world-leading care to the frontline and future of children's health.



Acknowledgment of First Australians

Sydney Children's Hospitals Foundation acknowledges First Australians and recognises their continuous connection to country, community and culture. We are committed to helping close the gap to achieve equality in health and life expectancy for Aboriginal and Torres Strait Islander peoples.

In Unity We Heal. Artwork by David Williams of Gilimbaa.



