



2019 – 2022 Strategy
Healthy Kids – whatever it takes

Sydney Children's Hospitals Foundation

1

A new chapter begins

2

Strategic planning process

3

Strategic framework

6

Trends and influences in philanthropy

7

Trends in paediatric healthcare

10

Governance model

11

Operating model

14

Strategy
1: Engagement
2: Reputation
3: Efficiency
4: Culture

20

Measuring progress

21

Measuring impact

22

Delivering impact: now and in the future

24

Responding to changes in philanthropy



A new chapter begins

In May 2018 we expanded our fundraising portfolio.

This presented a unique opportunity to reimagine our purpose and commit to a bold new vision. Our 2019-2022 Strategy provides a roadmap that will be our guide.

We are proud of what the expanded Foundation has achieved over the past year, but there's still much to be done. We want to deliver extraordinary outcomes for children's health and wellbeing so today's kids can live their best lives and tomorrow's kids will have access to infinite possibilities.

We know we cannot achieve our vision alone. We want to involve the entire community in making our purpose a reality and we will work in collaboration with those who share our ambitions to develop new ideas and find new approaches.

The Foundation is breaking new ground. In response to a competitive philanthropic environment, we're exploring the new and the never been done before.

We're shifting how we think about the synergies between our role, how donors respond to giving and the critical part clinicians play in demonstrating the need and the impact.

This is a shared journey, and I would like to thank everyone who has so far contributed to creating the Foundation's 2022 Strategy. I am particularly grateful to the many donors, staff, clinicians and families who have taken time to discuss their insights and to give me advice. You have inspired us to imagine the future differently and I invite you to join us in writing this exciting new chapter in the Foundation's story.

Together we will realise our purpose: *Healthy Kids – whatever it takes.*

A handwritten signature in black ink, reading 'Nicola Stokes'.

Nicola Stokes, CEO

Strategic planning process

We began our strategic planning journey by bringing together donors, clinicians, stakeholders and expert speakers to share ideas and insights with our Board and Executive Leadership team.

Across a series of three workshops, 90 of the best and brightest minds helped us frame our thinking through an external lens and stretch our ideas about the future of paediatric health and the role we could play.

The first workshop challenged our thinking about the role of charities and philanthropists in delivering social impact and ‘daring to dream’.

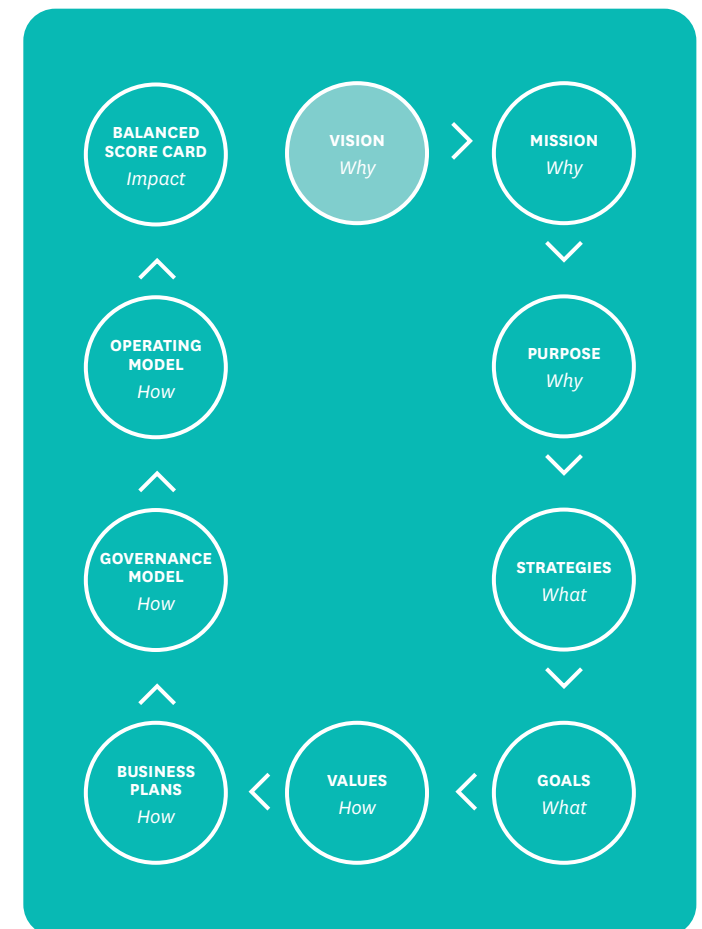
We all share a frustration with the way the world is now, and we have a clear vision of how we imagine it could be. It is in this gap that new ideas are born, and where we can make the biggest difference to children’s lives.

In our second workshop we looked at the external environment in which we operate and the factors that impact paediatric health funding, service delivery and policy development.

We discussed demographics and social trends and the role of early childhood development and considered how an ageing population affects government funding. We agreed it is our moral imperative to advocate for greater investment in children’s health.

In our third workshop we looked at the ‘Greenlight’ process of film financing and how this could inform the Foundation’s approach to philanthropy. This inspired us to look differently at how we operate and helped to shape the development of our strategic goals.

Innovation will be the key to fulfilling our ambitious new purpose.



STRATEGIC FRAMEWORK

VISION

*A world where every child has access to
the best health care when and where they need it.*

PURPOSE

Healthy Kids – whatever it takes

MISSION

Connecting paediatric research and clinical practice with donors who are inspired to create positive change.

STRATEGIES

Strategy 1: Engagement

We are a destination of choice for individuals and organisations to realise their philanthropic goals.

Strategy 2: Reputation

Our reputation inspires the community to support sick kids.

Strategy 3: Efficiency

We are an effectively run charity.

Strategy 4: Culture

We are an employer of choice.

GOALS

FUNDRAISING & DEVELOPMENT

- 1.1 Donor wellbeing
- 1.2 Clinician collaboration
- 1.3 Community awareness
- 1.4 Capital campaigns
- 1.5 Innovation

COMMUNICATIONS

- 2.1 Health promotion
- 2.2 Employee communications
- 2.3 Board and CEO profile
- 2.4 Leadership

OPERATIONAL EXCELLENCE

- 3.1 Financial performance
- 3.2 Business analytics
- 3.3 Governance and risk
- 3.4 Information technology

PEOPLE & CULTURE

- 4.1 Organisational development
- 4.2 Employee Value Proposition
- 4.3 Employee wellbeing

VALUES

Courageous: we are creative, optimistic and brave.



Supportive: we help people realise their full potential.



Collaborative: we believe that each and every relationship matters.



Accountable: we accept and take our responsibility seriously.

Mia

THEN: 2012
2 years old

NOW: 2018
8 years old

PNEUMONIA

THEN AND NOW

As the Foundation's photographer-in-residence since 2012, Jimmy Pozarik has given us a compelling visual insight into the world of seriously ill children through his photos.

In 2019, he revisited 25 patients and created a series of images capturing the unique moments that reflect their Hospital experience – then and now.

These powerful images also tell a story of hope and demonstrate the Foundation's positive impact on children's health.

*Visit www.schf.org.au to see the full **Then and Now** collection and stories from the children's parents about their journeys.*







*Trends and influences
in philanthropy*

Support for charities
and for-purpose
organisations is
changing. **It's time
to rethink how we
fundraise.**

The changing shape of giving

In developing our 2022 Strategy, we considered key trends in our environment to ensure our goals are realistic as well as ambitious.

Overall growth rates for philanthropic support are expected to remain strong, with giving rates expected to rise from 5.4% pa to 6.5% pa over the next 20 years¹. However research indicates a large difference in growth rates between each giving segment which suggests the Foundation's future revenue portfolio will be shaped differently.

Individual mass market support via tax deductible giving will remain significant but is likely to be overtaken by the corporate sector. Donations from high-net worth individuals, trusts and foundations will have more significance.

There is an expanding pool of philanthropic capital seeking impactful investments. Grants made through Public Ancillary Funds (PAFs) are set to grow to around 17% of all giving by 2036, and the causes supported by this group vary significantly from mass market giving.

As new ways of giving emerge, it is important that we understand what motivates our supporters, as philanthropists make personal as well as financial investments in the projects they support.

As a result, they want to co-create solutions and feel they are actively involved in driving change. There is increasing interest in innovation and a desire to see collaborative efforts between communities, philanthropists and government. We are also seeing greater willingness to invest in multi-year pledges as supporters recognise that significant impact requires long-term investment.

The Foundation aims to be the architect of greater collaboration in the sector and a driver of innovation in impactful philanthropy.

Our commitment to excellence and accountability will ensure our donors can clearly see how they are making a difference.

1. The Support Report, JB Were, Macleod, June 2018



Trends in paediatric healthcare

Our vision: a world where every child has access to the best healthcare, when and where they need it.

The changing health environment

Population growth, changing demographics and budget constraints are putting huge pressure on health funding.

Given this context, the work of Sydney Children's Hospitals Foundation has never been more important. We need to understand the trends and influences affecting children's health, be innovative in our response and agile in how we deliver the investment that is required. Although State boundaries may affect how we collaborate, geography will not stop us from achieving our vision.

Demand is growing: more people means more services. Sydney's population is expected to rise by 40% (6M+ people) within 20 years and Western Sydney is predicted to grow by 50% (2.9M people), making it the largest population growth area for children in Australia. This will lead to greater demand for paediatric services.

Expectations for care are changing: families want a say in their children's care. Parents have strong opinions about their child's health, conditions and treatment options. They demand the best technologies and treatments, challenge clinical teams and hold them accountable.

Health funding is under pressure: affordable care requires a radical shift. We recognise that the health dollar is stretched. People live longer, technology costs more and the community wants more done with less. The Foundation is looking at short and long-term investment options that will help clinicians find new ways to deliver better value care without compromising quality or safety.

Technology is changing how we work: harnessing it is transforming paediatric care. Emerging technologies and big data are driving dramatic changes and helping to re-engineer patient care and treatment. The Foundation already helps by funding the latest new equipment and surgical tools. We will also invest in Telehealth and 'Hospital in the Home' initiatives to bring care directly to families and relieve stress on centralised hospital infrastructure.

Based on The Sydney Children's Hospitals Network 2017-2022 Strategic Plan.

Alper

THEN: 2012
4 years old

NOW: 2018
10 years old

APPENDICITIS



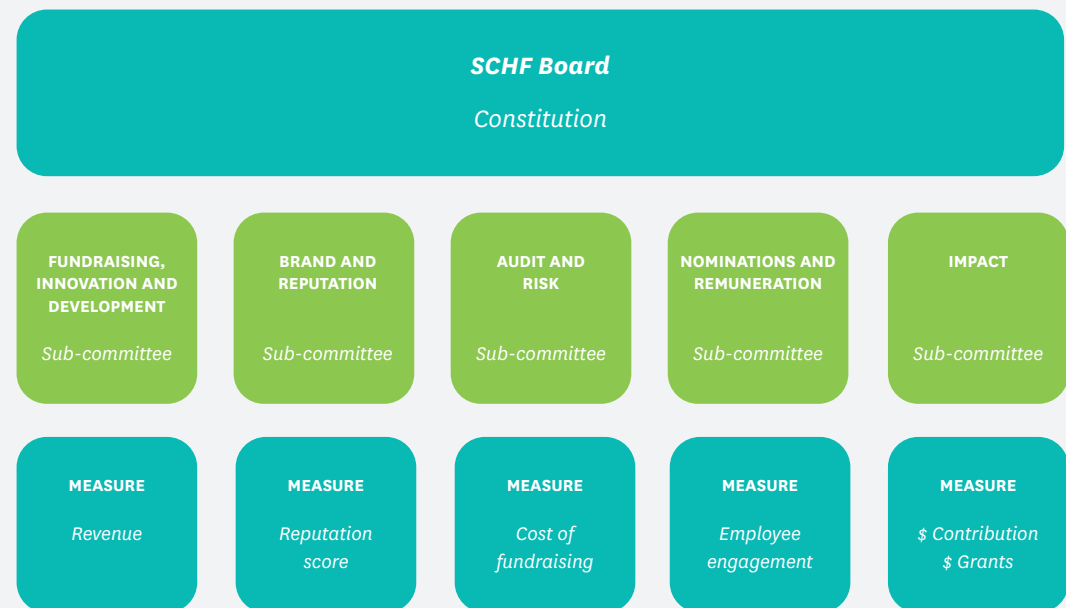


Governance model

The Board has been closely involved in developing the 2019-2022 Strategy and plays an active role in guiding its implementation.

To better support the delivery of the Strategy, the Board has refreshed its governance model by introducing Sub-committees aligned with each of the core focus areas and the Balanced Scorecard impact measures.

Each of the Sub-committees is chaired by a Board Director and operates within an agreed Charter. Where appropriate, external experts will be invited to contribute to ensure a broad range of views and ideas are heard, to deliver better outcomes.



Operating model

Our 2022 strategic goals will be executed through three complementary pillars, each of which will operate independently while also delivering equity to the others:

- **Fundraising:** we will leverage core fundraising channels to support the current needs of our donors and beneficiaries.
- **Development:** we will attract new philanthropic support and investment in capital campaigns.
- **Innovation:** we will explore new funding pathways, design innovation pilots and seek opportunities to launch social ventures.

Our ambition is to connect people, ideas, money and action to deliver extraordinary outcomes and impact.

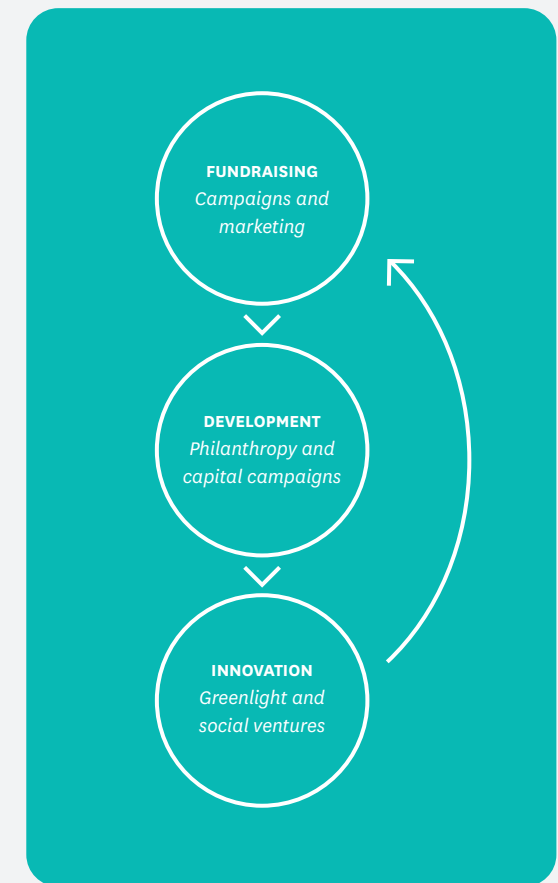
To do this we will continue to nurture existing relationships and fundraising approaches, while exploring new methodologies and attracting new supporters.

We will continue to embed health promotion messages and initiatives throughout our work and we will build on our current reputation as an effective and efficient charity.

Our heritage and credibility in fundraising will create a platform for innovation and drive new thinking that amplifies our impact. This will help to create a stronger profile for the Foundation with a louder voice on issues that affect children's health.

We will stay true to our values and create a positive culture within the Foundation and among our stakeholders and supporters, always aiming to exceed community expectations in everything we do.

Our goal is to double our annual revenue over the next 10 years so we can make an extraordinary difference to children's lives.



Eve

THEN: 2015
9 years old

NOW: 2018
12 years old

OSTEOSARCOMA





Strategy 1: Engagement

We are a destination of choice for individuals and organisations to realise their philanthropic goals.

Philanthropy is, and always has been, a vehicle for those who want to create change in the world. It is about thoughtful giving, making conscious choices and investing for greatest impact.

We aim to become the vehicle through which all our donors realise their own charitable purpose and define their personal legacy.

We will continue to nurture strong relationships at all levels, underpinned by good governance and open communications. We also seek new opportunities to recognise and thank our donors for the difference they make every day.

We rely on the goodwill of the community to achieve our purpose, and we will never take their generosity and trust for granted.

When a donor connects with the Foundation they do so with the confidence we will:



Be clear about what's needed and why:

we will communicate the needs of our beneficiaries so donors understand what their support will achieve.



Distribute funds transparently: we will ensure every donation given for a specific purpose is used for that purpose.



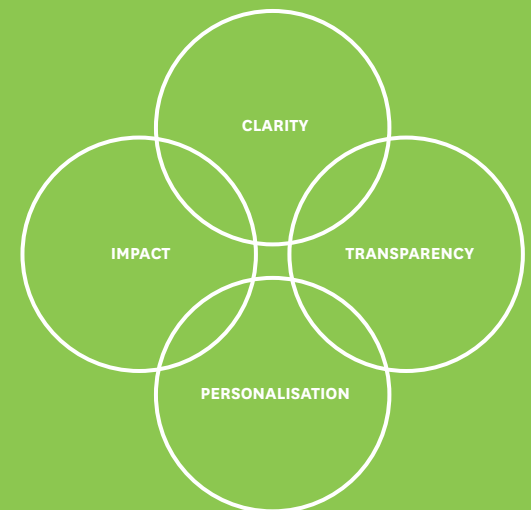
Deliver a personalised donor experience:

we will offer donors different ways to engage with the Foundation and our beneficiaries to respect their interests and expectations.



Demonstrate impact: we will connect donors with the clinicians, departments or researchers they have chosen to support so they can see the impact of their giving at first hand.

Engagement



Our Balanced Scorecard on page 20 shows how we will measure our progress against Strategy 1.

Strategy 2: Reputation

Our reputation inspires the community to support sick kids.

Trust is the bedrock on which we increase donations, recruit and retain the best staff, and increase public confidence in the Foundation. It also gives us credibility for health promotion messaging and advocacy.

To measure the emotional bond that drives people to support us, we engaged the Reputation Institute to conduct a benchmark research study to measure our reputation among our donors and the general public.

We scored 'excellent' across all seven of the REPTRAK® dimensions which drive reputation:

1: Services	3: Workplace	5: Citizenship	7: Cost
2: Innovation	4: Governance	6: Leadership	management

We are currently known as a successful, well-managed fundraising Foundation. We also want to be recognised for our innovation and leadership, to reinforce and amplify our strong heritage.

The research shows we have a robust platform on which to build our profile as a catalyst for change and position the Foundation to deliver even greater impact. We believe we can, and should, play a more active role in driving change in children's health.

By understanding, managing and enhancing our reputation we will attract more donors, corporate and community support and government partnerships. This is the key to unlocking our potential.

“Reputation is an emotional bond that drives support.

It is based on perceptions, personal interactions, how the charity behaves and what others say about it.”

Reputation Institute.

Our Balanced Scorecard on page 20 shows how we will measure our progress against Strategy 2.

Strategy 3: Efficiency

We are recognised as an effectively run charity.

The Foundation's expansion will undoubtedly deliver economies of scale and increased capacity over time. We will continue to review and refine how we structure our work to harness these benefits.

There are three ways we are approaching this:

1 – **Improvement:**

Refining existing channels to drive increased revenue and greater return on investment.

2 – **Movement:**

Transitioning out of channels that are trending towards decreased revenue and increased costs.

3 – **Investment:**

Developing new channels that will increase revenue through innovation and collaboration.

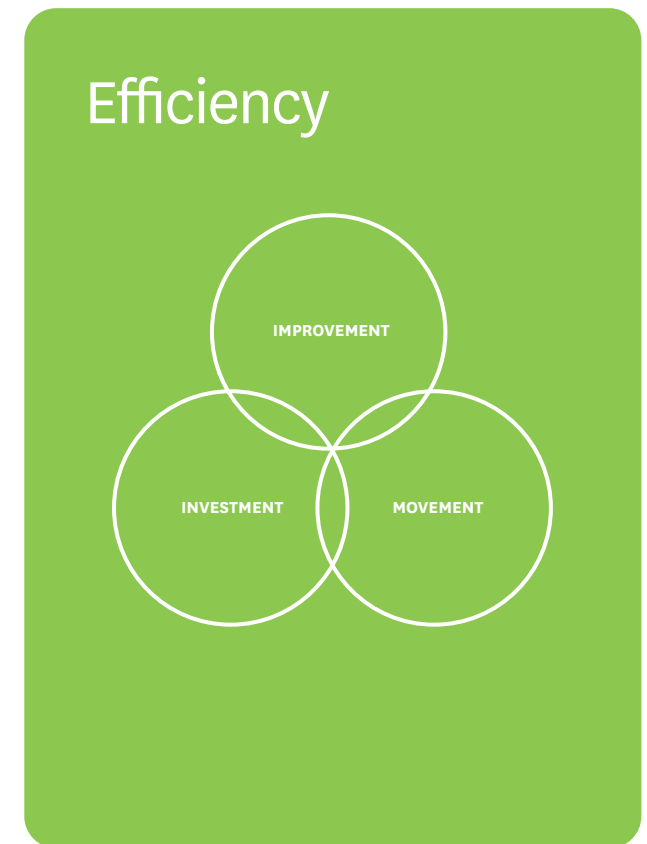
Our aim is to identify new ways of working and new revenue opportunities, while reducing the risk of over-dependency on traditional channels.

We are also investing in new technology to ensure our staff are properly resourced to meet donor needs in a flexible, agile work environment.

As well as managing day to day compliance the Foundation also takes an active role in industry discussions regarding policy development. We remain committed to working with, and supporting, the Australian regulatory bodies who ensure our sector is transparent and effective.

The community's expectations about fundraising costs are always top of mind and guide the Foundation's development and investment decisions.

Our Balanced Scorecard on page 20 shows how we will measure our progress against Strategy 3.



Strategy 4: Culture

We are recognised as an employer of choice.

Building a positive culture will help us attract and retain great people and is vital to our success.

In 2018 we conducted a benchmark Employee Engagement Survey to guide our focus. The outcome was a new Employee Value Proposition (EVP) based on four Values and four Guiding Principles.

The EVP will act as a framework for our internal and external partnerships and will help us to work more effectively in a competitive fundraising environment.

Our Values



We are courageous: The Foundation recognises that courage is central to our success. We encourage staff and stakeholders to bring forward their great ideas so our collective 'wise crowd' can make them happen.



We are supportive: The Foundation enables staff and volunteers to thrive. We are committed to developing the capabilities of our staff and to creating a positive, kind and productive workplace.



We are collaborative: Every person who engages with, and contributes to, the Foundation is one of our stakeholders. We collaborate and work in partnership with them to deliver our shared purpose.



We are accountable: The Foundation is committed to being fully accountable for our decisions and actions. Making decisions about the effective use of our resources and the distribution of donor funds is a significant responsibility.

Our Guiding Principles:

Every relationship matters and each one is built on kindness, integrity and respect.

Working in partnership we connect funds with the greatest need for maximum impact.

We ensure our donors know the positive impact they have.

We are inspired by children and families. Together with our community, we aim to cure and always care.

Our Balanced Scorecard on page 20 shows how we will measure our progress against Strategy 4.

Hassan

THEN: 2015
5 years old

NOW: 2018
8 years old

VACTERL ASSOCIATION





Measuring progress

Our Balanced Scorecard is made up of external and internal measures that influence each other. We have set a benchmark and we will measure and report on our progress as we move towards achieving our three-year targets in 2022.

External Measures

1: Engagement

The revenue we generate reflects how well we have engaged our donors in our cause and the strength of our stakeholder relationships.

2019 Benchmark

\$50M revenue

2022 Target

\$65M revenue

2: Reputation

This measures levels of trust among our donors and the community and reflects how well we deliver on our promises.

2019 Benchmark

89.4/100

2022 Target

92/100

Internal Measures

3: Efficiency

This reflects how effectively we are running our organisation and how well we understand the drivers of cost and revenue.

2019 Benchmark

Cost of fundraising: 23%

2022 Target

Cost of fundraising: 20%

4: Culture

This reflects how true we are to our Values and how well we are performing as an employer of choice.

2019 Benchmark

Employee Engagement: 64%

2022 Target

Employee Engagement: 80%

Measuring impact

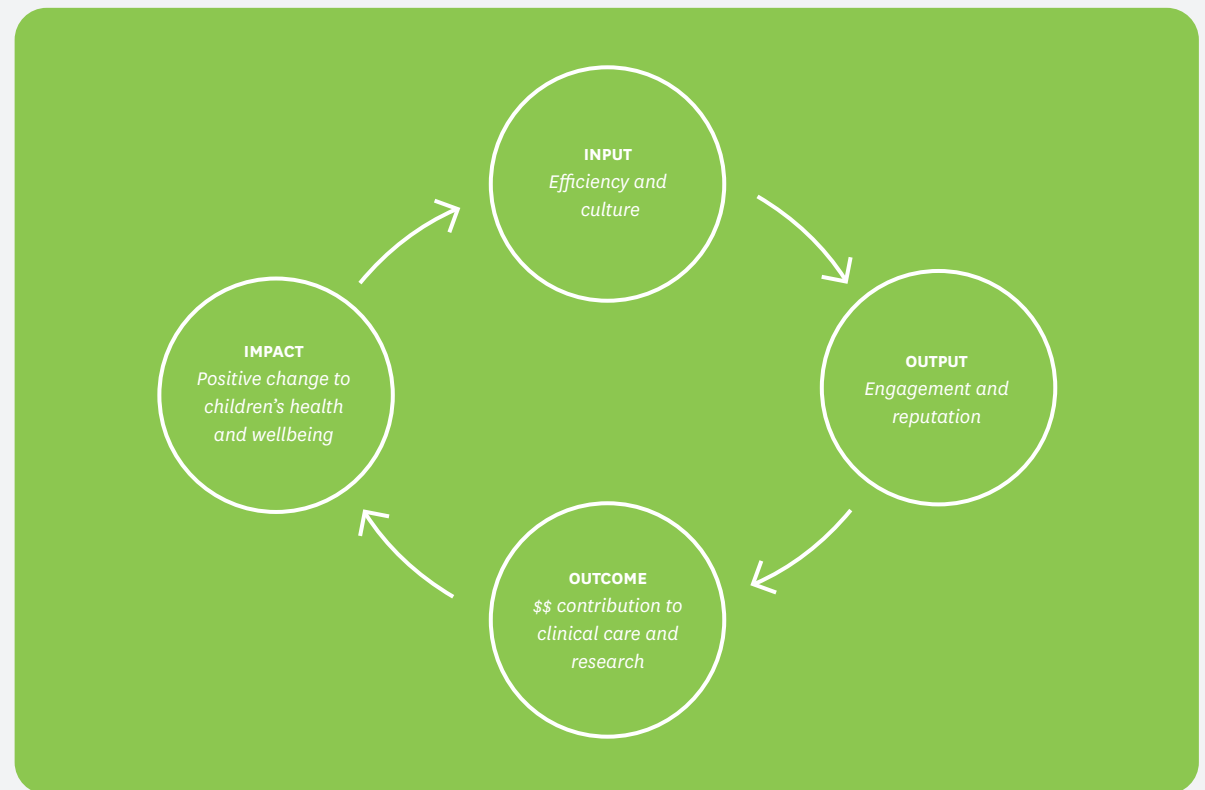
To demonstrate how we are moving towards achieving our purpose, we need to measure impact as well as measuring progress through our Balanced Scorecard.

The approach we are taking involves a continual process of reviewing input, output, outcome and impact.

For example, have we delivered our 'service' well? Not just in terms of funds contributed but also in the way we have engaged with clinicians and their teams.

We want to be sure we have reported well and often to our donors and stakeholders so they experience the joy of giving, remain committed and are motivated for action.

As we build our Health Promotion program we will develop a results-based accountability framework to identify the impact measures we should be tracking.



Delivering impact: now and in the future

Although donors might not have a single, shared definition of impact, they know they want to see it.

Ultimately, all donors share a common desire: to see something happen as a result of their giving.

We help them understand the need for their support, why it's important and how it benefits sick kids.

We will deliver impact by investing in:



Research: to find new diagnoses and treatments and new ways to prevent and cure childhood diseases.



Advanced training Fellowships: to give health professionals the leading edge.



New equipment: to keep pace with the latest advances in technology.



Ward refurbishments and new buildings: to increase capacity and create physical environments that support recovery and allow families to stay together.



Art and music therapy and other wellbeing activities: to promote healing and give kids an opportunity to forget that they are sick for a while.

The recovery of a sick child requires more than just the clinical care they receive. It's also about their emotional and social wellbeing. The evidence shows that a holistic approach delivers the very best outcomes.

Our goal is to keep children out of hospital altogether. To achieve this we invest in research, innovation and health promotion campaigns.

When children do need to be admitted, we seek to improve their hospital experience. We make sure they have access to excellent clinical care, in a nurturing environment, with their parents close by.

We also try to ensure they have the shortest stay possible as we know that children recover faster at home. If that means they need longer-term support outside hospital, we will fund outreach programs, Telehealth and 'Hospital in the Home' initiatives.

The Foundation has well-established methods for impact reporting. We also have a strong track record of delivering results and demonstrating how donors' investments change lives.

We will continue to draw on these methods to deliver our 2019-2022 Strategy. We are also exploring new ways to measure how we deliver on our purpose.

We want to be able to assess outcomes that apply to all children and all health conditions and we will focus on leveraging existing paediatric health measures to benchmark donor impact.

Measuring impact in children's health is complex because of the range of different medical conditions and illnesses that children experience, but the Foundation is committed to finding a way to do this.

We will be examining potential impact measures over the next three years, such as reductions in numbers of admissions and increased use of care in the home. This will help us to understand what new tools may be needed to measure the effect of different investments in children's health.

It will also give us a powerful message to share with our donors about the impact of their support.

We want to deliver extraordinary outcomes for children's health and wellbeing so **today's kids can live their best lives and tomorrow's kids will have access to infinite possibilities.**



Responding to changes in philanthropy

The environment in which the Foundation operates is changing and it is highly competitive.

We are constantly looking for new and innovative ways to attract funding and respond to the interests and motivations of philanthropists. They think boldly and are often prepared to do things that are untested, in order to make a real difference. They want to get involved in driving change and see how they are creating impact.

The Greenlight project is one of several ways we are meeting this challenge.

In the movie industry, the Greenlight is the process by which the decision is made to produce and finance a movie, based on the concept of the 'wise crowd'. It's a process of search – for the best ideas and the best talent – and a validation process, all rolled into one.

In a world first, we will explore how this process can be adapted from the film industry and applied to decision-making about philanthropic funding.

It offers people from diverse backgrounds and disciplines an opportunity to bring their best ideas forward, have them supported by their peers and have them funded to deliver impact.

Our aim is to unearth innovative new research projects that would not otherwise be funded and match them with philanthropists who are inspired to bring them to life.

This is a Pilot so it is still evolving and we don't have all the answers, but the potential benefits are much greater than the risk of failure.

We believe this will be a gamechanger for children's health and will build the Foundation's capability as a catalyst for change.

Greenlight



Curing Homesickness

Helping to get kids home from hospital sooner.

Every year children account for one million admissions to hospitals in Australia. They may be there for a day, a week or even months, and for many different reasons, but there's something all kids in hospital suffer from: homesickness.

Designed and coordinated by Sydney Children's Hospitals Foundation, Curing Homesickness is a unique campaign that has united children's hospital Foundations and paediatric services from across Australia in a collaborative effort to deliver national impact.

This is the first time that homesickness has been the focus of a fundraising and awareness campaign.

Funds raised from the campaign will be used to help kids get home from hospital sooner by investing in groundbreaking research, state-of-the-art technology, world-class clinical care and activities to help kids feel more at home during their hospital stay.

“Severe homesickness in children can lead to social and behavioural problems, anxiety and coping issues, and feelings of helplessness.

Studies also show that severe homesickness symptoms only worsen in children the longer they are away from home.”

Dr Michael Bowden

*Head of Department, Psychological Medicine
Sydney Children's Hospitals Network*



Lizzie

THEN: 2012

9 months old (*Front cover*)

NOW: 2018

7 years old


1P36 DELETION SYNDROME

Sydney Children's Hospitals Foundation



Sydney Children's Hospitals Foundation is an independent Health Promotion charity and registered as an Item 1 Deductible Gift Recipient (DGR) by the Australian Tax Office.

 GPO Box 4077
Sydney NSW 2001 Australia

 02 9382 1188
1800 244 537

 info@schf.org.au

 schf.org.au

 ABN 72 003 073 185

 CFN 13211

