



VISION

To enhance the hospital experience and help improve the health outcomes for people in the Mackay Hospital and Health Service region, in partnership with our communities.

ROLE

To work in partnership with Mackay Hospital and Health Services and the communities it serves by contributing to exceptional health care through the provision of medical equipment, service support, education and research.

STRATEGIC PLAN 2019 - 2021

Our Five Strategic Priorities

REGISTERED OBJECTS

1. Support, improve and promote the public-sector hospitals, public sector health services facilities of the Mackay Hospital and Health Service;
2. Support and promote a proposed public-sector hospital, public sector health service facility and public sector health service;
3. Give financial support for the education, training and development of the employees of Mackay Hospital and Health Service and persons working as volunteers for the Mackay Hospital and Health Service;
4. Give financial support for persons studying or teaching medical or health science, allied health or health administration;
5. Give financial support for research in medical and health science and to promote the results of that research;
6. Do anything else that is likely to support, improve or promote public health.

01

VOLUNTEERS

OBJECTIVE

Grow and diversify our volunteer base and services to give back to the communities we serve.

KEY PERFORMANCE INDICATOR

Double the active volunteer base from 85 volunteers to 170 in the next ten years (by 2029).

1. Create an environment that encompasses a sense of belonging and recognition for volunteers (volunteer awards, lunches, Volunteer Week, etc)
2. Conduct a survey to map the range of current volunteers (number, diversity, level of satisfaction, regional coverage, etc), which will act as a baseline for measuring future volunteer outputs.
3. Establish a baseline for the optimum number of volunteers needed in each facility and the range of skills/knowledge needed.
4. Establish a simpler system for communicating effectively with all volunteers.
5. Broaden and diversify the volunteer profile base to reflect MHHS communities.
6. Develop and implement metrics for volunteer interactions and the services they provide, to measure against customer needs.
7. Continue to work with MHHS to expand volunteer services in alignment with customer needs, including in regional areas.
8. Identify a diverse range of projects, beyond MHHS and with community partners, that could attract other volunteers and provide new and interesting roles.
9. Expand the rural volunteer base, in alignment with needs and roles in each community.
10. Maintain MHHS contribution to MHF's recognised in-kind contribution to MHHS for volunteer program sufficient for MHF to manage administration and staffing costs.

02

GRANTS

OBJECTIVE

Establish and implement an efficient and effective grant delivery process, in alignment with Mackay Hospital Foundation's Objects.

KEY PERFORMANCE INDICATOR

Increase:

- The amount spent on grants in alignment with fundraising targets.
- The number of applications received from regions.
- The range of services that grants are provided for.

Decrease:

- Turnaround time for processing and delivering grant applications.

NB: Level of increase/decrease will be established through data received in baseline survey data and development of metrics.

1. Complete review of Grants process and application form, and implement new process
2. Improve processes for education, applications and delivery of grants (including timeframes).
3. Conduct a survey and gather data to establish a baseline and metrics for measuring grant processes and outcomes, which would include:
 - Current staff satisfaction with the grant process.
 - Number of grants received and where they originated (rural areas/service types).
 - Turnaround time to process grants.
 - Range of services grants were provided for.
4. Create a heat map to identify which areas of MHHS have been supported through grants to date or have not been engaged.
5. Establish a monitoring system for grant processes and report against it.
6. Build relationships with key MHHS stakeholders to identify potential future needs for equipment, research, etc which are beyond the scope of MHHS' budget.
7. Expand the range of grants delivered (beyond equipment), in alignment with MHF's Objects.

03

FUNDRAISING

OBJECTIVE

Increase fundraising and donations to support the Mackay Hospital and Health Service facilities.

KEY PERFORMANCE INDICATOR

Establish an income of \$1 million per annum by 2029.

1. Support events that have a stronger regional basis:
 - Build regional relationships.
 - Understand the differences between each of the regional areas.
2. Develop and improve brand awareness in facilities across MHHS footprint.
3. Establish of a bequest program pending successful business case.
4. Investigate philosophy to utilise donation income to fund administration costs.
5. Develop an investment fund to provide future income.

04

ENTERPRISES

OBJECTIVE

Operate enterprises that engage our volunteers, involve strong relationships with local suppliers and support financial growth of Mackay Hospital Foundation, with untied income that allows opportunities for creativity and innovation.

KEY PERFORMANCE INDICATOR

10% per annum growth in net income after direct costs from enterprises (collectively).

1. Expand current enterprise to provide products online.
2. Expand enterprises into rural facilities.
3. Consider options for expansion of current range of enterprises/services.
4. Survey staff to identify their needs and preferences for additional services within the hospital footprint.

05

GOVERNANCE

OBJECTIVE

Effectively, efficiently and responsibly manage our corporate governance and financial processes.

KEY PERFORMANCE INDICATOR

Implement a framework of established policy and registers.

1. Conduct annual review of Board effectiveness:
2. Conduct a risk assessment of MHF's systems and processes risk register.
3. Develop a board succession plan ensuring gender diversity.
4. Develop a Board Skills Matrix and identify gaps.
5. Develop and implement a Stakeholder Mapping and conduct annual review of Community Engagement Plan
6. Establish a suite of policies and procedures that guide MHF governance and operational activity.
7. Conduct annual reviews of operational processes and responsibilities.
8. Maintain current financial processes and devolve responsibility for these to current staff members.

Updated June 2019



MACKAY HOSPITAL
FOUNDATION