

# Redcliffe Hospital Foundation

## Strategic Plan

### FY10 - FY12

Redcliffe Hospital Foundation

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## Contents

1	Vision .....	3
2	Projects .....	4
2.1	Community Projects (on-going) in FY09: .....	4
2.2	Community Projects (completed) in FY09:.....	6
3	Administration Funding .....	8
3.1	Recurrent income.....	8
3.2	Computer Refurbishment Program .....	8
3.3	Events and Partnerships: .....	8
3.4	Foundation Friends .....	9
4	Critical Issues .....	10
4.1	Staff .....	10
4.2	Board .....	10
4.3	Office Space.....	10
4.4	IT systems .....	10
4.5	Capex for FY10.....	10
5	Action Plan FY10.....	11
5.1	Goals and Objectives.....	11

# 1 Vision

Our **vision** is to enhance the health and well being of our community in the region of Redcliffe and North Lakes through research, education, support, community partnerships and shared resources.

Our **focus** is on preventative health as well as the treatment of disease, both within the Redcliffe Hospital and in the community.

## Our **strategy**

- 1) To identify priority needs in our community, then resource and sustain Community Projects through donations, grants or self-funding business operations.
- 2) To obtain recurrent Administration Funding to support the administration costs of the RHF so all donations and grants can be targeted towards Community Projects.
- 3) Communicate regularly to local businesses, government departments (particularly including the Redcliffe Hospital and MBRC council), community groups and residents and continue generating good-will.
- 4) To establish a “Caboolture Hospital Foundation” to allow RHF to remain focused on Redcliffe and Northlakes regions.

## Note:

FY09 - July 1<sup>st</sup> 2008 to June 30<sup>th</sup> 2009

FY10 - July 1<sup>st</sup> 2009 to June 30<sup>th</sup> 2010

## 2 Projects

### 2.1 Community Projects (on-going) in FY09:

#### 2.1.1 Moreton Bay Integrated Care Centre (MBICC) - our signature project.

In partnership with the University of Qld School of Medicine and with the generous support of the Moreton Bay Regional Council, the Redcliffe Hospital Foundation successfully applied to the federal government for grants to build and operate a GP Super Clinic in Redcliffe. The new centre will also incorporate medical research and doctor training and accommodate a range of specialist and ancillary health providers. It is to be built at the front of the Hospital on Anzac Avenue next to the current Foundation office and is scheduled for completion in February 2011. The completed project is expected to cost more than \$25 million.

Since the RHF and UQ consortium was announced as the successful applicant much progress has been made towards the commencement of construction. Including:

- Site size and position finalized
- Land secured from QLD Health
- Detailed building plans completed
- Sub - division application prepared
- Development application prepared
- All possible funding sources identified and pursued

Project is on schedule to be ready to commence construction in February 2010.

**RHF FY09 cost: \$21,304**

**RHF FY10 cost (estimate): \$42,500**

**Estimated total cost: \$20 - \$25 million**

#### *Strategy*

- *Recover "Project Management Costs" on a time and materials basis.*
- *Secure funding*
- *Develop a sustainable budget plan Pencil in for Oct/Nov 2009.*
- *Complete construction*
- *Commence Services*

#### 2.1.2 Caboolture Education and Training Centre (KABTEC)

The Redcliffe Hospital Foundation in conjunction with Community Renewal, Queensland Housing and the PCYC organisation is building a technical and education centre in Caboolture. Potential users include at-risk young people on court orders and those at risk of entering the justice system, young people disengaged from formal education, people with mental health issues and people with disabilities. The plan also makes provision for older members of the community who have been widowed or left alone to pass on metal, woodworking, hospitality and other skills to younger participants.

The program will evolve over time as the needs of the area change and plans to establish centres in other areas are put into place. It is estimated that more than \$1,000,000 will be needed to complete the construction and fit-out of the Caboolture centre.

- Development Approval has been granted for an educational facility to be located on site at the Caboolture PCYC.
- Partnerships established with Qld Police Service (land) and Disability Services Qld (extra funding).
- Construction contracts signed.
- Delivery truck purchased.
- Stakeholders engaged

- Equipment stockpiled and catalogued
- Full time project officer appointed

**RHF FY09 cost: \$10,000**

**RHF FY10 cost (estimate): \$Nil**

**Estimated total cost: \$1-\$1.5 million**

*Strategy - Obtain a Lease or a contract for rental*

- Complete building
- Commence operations
- Seek expansion opportunities

### **2.1.3 School Based Traineeships**

The Redcliffe Hospital Foundation continues to fund a school based Traineeship scheme within the North side Health District. Participants spend a day a week at a local hospital (PCH, Redcliffe, Kilcoy, Caboolture) training in their chosen field of health administration, dental health, operational, allied health or nursing assistant. This 2 year course is available to grade 11 students and has so far produced 52 graduates, of these 46 are currently employed in the district and 5 are pursuing further studies. Currently 15 trainees are completing second year training and 17 new students have been enrolled in 2009.

After the withdrawal of government funding the RHF agreed to fully fund the program. Partnership agreement secured with the Caboolture Hospital auxiliary to share costs allowed us to provide an extra five places increasing the 2009 intake to 17 students.

**RHF FY09 cost: \$43,819**

**RHF FY10 cost (estimate): \$43,819**

*Strategy: Continue to fund with a focus on keeping students in our region and seek funding partners and/or suitable grants to fund expansion program.*

### **2.1.4 Foundation Lodge**

One of the first major projects the Redcliffe Hospital Foundation tackled was to establish 'The Foundation Lodge'. This provides a safe, secure place for family members to stay close by if they have a distance to travel to visit loved ones while they are in hospital. The Foundation, in partnership with Queensland Health, completely refurbished the old nurses quarters to create two self-contained apartments. Foundation Lodge was opened May 2007, and is in great demand with occupancy close to 100%. The RHF also plans to establish a similar facility near the Caboolture Hospital.

**RHF FY09 cost: \$Nil**

**RHF FY10 cost (estimate): \$Nil**

*Strategy: Remain as is for next 3 years and continually tweak as required. Focus should be on short term (2-3 days) stay not > 3-4 weeks.*

### **2.1.5 Education Grants**

The Redcliffe Hospital Foundation offers staff of the Northside Health Service District the opportunity to apply for grants in the following areas:

- Post Secondary/Tertiary Level Scholarship
- Health and Medical Research
- Provision of Equipment, Facilities Enhancement and Supplies
- Education, Training and Professional Development

**RHF FY09 cost: \$14,132**

**RHF FY10 cost (estimate): \$14,000**

*Strategy: Continue to fund with a focus on ensuring those we assist plan to remain in our region*

### 2.1.6 Mental Health

Each year the Foundation sponsors 12 residents of the Redcliffe Caboolture Community Healthcare Units to enter a team into the Jetty to Jetty Fun Run as part of their rehabilitation program. The team members are fitted out with official T-shirts as well as caps and joggers.

**RHF FY09 cost: \$1,100**

**RHF FY10 cost (estimate): \$1,100**

*Strategy: Going well but needs to be badged to identify it as a RHF project*

### 2.1.7 Bribie Hospice / Cancer Day Respite

The Bribie and District Hospice Inc has developed a formal partnership with the Redcliffe Hospital Foundation to set up and operate a community cancer day respite centre on Bribie Island.

**RHF FY09 cost: \$Nil**

**RHF FY10 cost (estimate): \$Nil**

**Estimated Total cost: \$Nil**

*Strategy: RHF CEO to work with management group to assist with the funding and construction of new respite facility*

### 2.1.8 Family Fun Day

In 2008 the Redcliffe Hospital Foundation decided to support this National Association for the Prevention of Child Abuse and Neglect (NAPCAN) initiative by organising and underwriting a Family Fun Day at the Redcliffe Youth Space. Offering free admission, rides, activities and entertainment the day was designed to facilitate the distribution of vital information to the parents, guardians and carers of young children. The event was such a success, attracting more than 2,500 visitors, that it has become an annual event, with plans to expand its size and scope each year.

**RHF FY09 cost: \$2041**

**RHF FY10 cost (estimate): \$Nil**

*Strategy. Continue to expand family fun Day to maximize returns to enable on going funding for Parent aid Program*

### 2.1.9 Loss and Trauma Support

The Redcliffe Hospital Foundation supplies emergency clothing for infants and children and replacement clothing for rape victims. The Foundation also funds the printing costs of appropriate literature and advice to distribute to parents who have lost a child.

**RHF FY09 Cost \$Nil**

**RHF FY10 cost (estimate): \$3000**

*Strategy: Continue in FY10 as is.*

## 2.2 Community Projects (completed) in FY09:

### 2.2.1 Compassionate Friends

The Compassionate Friends (TCF) is a self-help support organisation for bereaved parents, siblings and grandparents. It offers friendship and understanding to families who are grieving the death of a child of any age, from any cause. Bob Wyborn, who lost his son to adrenoleukodystrophy (ALD) disease made famous by the movie Lorenzo's Oil, is one of the driving forces behind TCF and approached the Redcliffe Hospital Foundation seeking funding. Bob arranged to take his organisation's deepest sufferers on a retreat to Maleny on the Sunshine Coast hinterland for intensive counselling.

**RHF FY09 Cost: \$ 5,000**

*Strategy: Completed, no further action required*

**2.2.2 Memorial Gardens and Pregnancy Loss**

In 2005, we began planning to build a memorial garden at the Redcliffe Hospital. The garden has now been completed, with assistance and advice from the hospital's maternity staff and social workers and financial support from local businesses. The garden will provide a space for peaceful reflection from those who have lost a loved one or a child at birth or through miscarriage. It is located in front of the Hospital chapel.

**RHF FY09 Cost \$6092**

*Strategy: Completed but needs to be badged to identify it as a RHF project.*

**2.2.3 Wig and Turban Library**

The Redcliffe Hospital Foundation helped fund a 'wig and turban' library in the Oncology Department at the Redcliffe Hospital to provide a variety of head wear for patients suffering hair loss as a result of cancer treatment.

**RHF FY09 Cost: \$6,000**

*Strategy: Completed*

**2.2.4 Diagnostic Exercise Bikes**

With the help of a local vehicle import business the Foundation was able to supply four diagnostic exercise bikes to the Indigenous Cardiac Unit, which works with remote Queensland communities.

**RHF FY09 Cost: Nil**

*Strategy: Completed*

**2.2.5 Ergotron Computer Carts**

The new Emergency Department (ED) and Redcliffe Hospital has secured two ergotron computers, marvellous pieces of equipment which enable staff to gain all the vital data from patients almost instantly.

Unfortunately the department did not have carts to make the computers mobile so the Foundation sought the help of Sails Restaurant at Suttons Beach. Thanks to the generosity of the restaurant's owners Airport Retail, two carts were purchased (\$14,600 total/\$7,300 each) and delivered to the ED.

**RHF FY09 Cost: Nil**

*Strategy: Completed*

**2.2.6 ED - TVs and Play Equipment**

The Foundation was given a \$10,000 donation by the Anthony John Group, builders of the Bluewater Plaza Shopping Centre in Redcliffe's CBD.

The money was used to install plasma TV screens, playground equipment and children's furniture in the new emergency department.

**RHF FY09 Cost: Nil**

*Strategy: Completed*

### 3 Administration Funding

Recurrent Administration funding remains a priority. There is still a need to continue to seek new income streams.

#### Current income streams:

- Computer Refurbishment (Smith Family funding)
- Bunnings BBQ
- Shopping Centre Raffles
- Annual Dinner
- Golf day
- Family Fun Day
- Auspicing Fees
- Project Management
- Donation boxes
- Foundation Friends
- Interest on Bank deposit
- Funding - Donations and Grants (Ask Redcliffe Leagues Club to continue with annual funding)

#### Future Possibilities:

- Caboolture - Car Park, Kiosk (with auxiliary)
- Redcliffe - Car Park, TV Rental
- Northlakes - Vending Machines
- Rotary Calendar
- Project Management income (MBICC) 70% of the RHF admin costs are focused on project managing MBICC.
- Having established the project, RHF should now begin to recover these project management costs and thereby reduce RHF admin overheads

#### 3.1 Recurrent income

Recurrent income initiatives continued and expanded including regular raffles, membership drive, corporate sponsorships (Quest, Belvedere, Dolphins, Think Pharmacy, Mon Komo, interest on investments.)

#### 3.2 Computer Refurbishment Program

A combined business/community venture currently operated in conjunction with Bridgeworks Employment. The Redcliffe Hospital Foundation pays a full time supervisor to train long term unemployed people in computer repair and reconditioning. Many participants have gone on to find gainful employment or undertake further studies. The refurbished computers are sold to raise funds for the Foundations operational requirements. Recently the Foundation entered into a partnership agreement with The Smith Family to supply computers and internet access to hundreds of disadvantaged families across Queensland.

RHF FY10 income (estimated) net: \$87,450.

#### 3.3 Events and Partnerships:

Event	Date	Partner/s	\$
Annual Dinner	June	Think Pharmacy	\$23,250
Golf Day	Oct	Padres	\$6,325
Calendar Sales	Aug - Dec	Rotary Club of Redcliffe City	\$1,000 + donation

Family Fun Day

Sept

Mon Komo

\$1,500

### 3.4 Foundation Friends

Corporate membership program successfully launched and marketing plan established for launch of individual membership program.

**RHF FY10 income (estimated): \$45,000**

*Strategy: Continue to build and expand this support group for the RHF by inviting applications to become Foundation Friends. Membership will be available to both individuals and corporations with a range of services and discount offers commensurate with the various levels of membership offered.*

- *Complete printing.*
- *Confirm member advantage offers.*
- *Commence telemarketing/press campaign.*

*Introduce a level of Foundation Friends targeted at the Senior Medical Group. There are about 30 - 50 within the hospital.*

## 4 Critical Issues

### 4.1 Staff

Due to Increasing project involvement, event co-ordination and funding requirements staffing levels will continue to expand. Current employees are:

CEO	Steve Hart	(Full time)
Financial Controller	Peter Zgrajewski	(Part time)
Admin Manager	Ashleigh Connery	(Full time)
Admin Assistant	Ashleigh Willson	(Full time)
Events Coordinator	Kathleen Whitfield	(Part time)
WFTD Supervisor	Peter Booker	(Full time)
Marketing Manager	Serge Paggiaro	(Part time)
Kabtec Project Officer	Wayne Taylor	(Full Time - 1 year)

Steve Hart confirmed he intended to stay for the foreseeable future, as did Peter Zgrajewski, so there was no immediate urgency on the subject of succession planning.

### 4.2 Board

All current directors stood down in June 2009 as required under the act. Of the ten who resigned, eight are seeking reappointment and three new applications have been forwarded to the Minister for approval. Boris Chern re nominated and was accepted as Foundation Chair.

### 4.3 Office Space

Extra office space remains a high priority, but it is envisaged that the construction of the MBICC building will alleviate the problem. The removal of the bathroom in the current building has provided a short term solution.

### 4.4 IT systems

There was no need to change from MYOB (for accounts) and ACT (for contact management).

### 4.5 Capex for FY10

Capex was not discussed, but subsequently noted for future planning.

## 5 Action Plan FY10

### 5.1 Goals and Objectives

#### 5.1.1 Caboolture Hospital Foundation

- Plan to contract RHF's geographical area to Redcliffe/North Lakes region whilst simultaneously promoting the establishment of a Caboolture Hospital Foundation to cover the fast growing Caboolture /Kilcoy region.
- Form relationships in Caboolture with a view to commencing CHF over the next 3 years.
- Increase public awareness of the geographic area covered by the RHF.

#### 5.1.2 Corporate Partnerships

Continue to seek out new partnerships and renew and expand existing agreements.

- Renew existing agreements.
- Seek new sponsors/partners.
- We re focusing on Redcliffe Northlakes area

#### 5.1.3 Hospital Staff Support

Continue to pursue strategies for recruiting new staff and retaining existing staff at Redcliffe Hospital. Improve promotion of the foundation's existing education and training grants scheme to encourage more applications.

#### 5.1.4 Public Awareness / Marketing

Continue to pursue promotional and marketing activities directed at increasing the awareness of the Redcliffe Hospital Foundation in the local community by broadening the geographical area to include Caboolture, North Lakes, and Bribie etc.

- Devise suitable marketing/advertising strategy to increase awareness of the RHF in neighboring areas

*Strategy - focus on Redcliffe and Northlakes*

*Strategy - Utilise 3 Divisional Councillors (Rae Frawley, Julie Greer, James Houghton) to promote RHF in their 2 monthly newsletter*

*Strategy - Noticeboard in the Hospital to create a profile for the Foundation.*

#### 5.1.5 Equipment and Services

Continue to partner with local organizations to purchase new equipment or services for the hospital that would not otherwise be obtained through normal funding channels.

ICU Chair (\$17,000) in conjunction with the Rotary Club of Redcliffe City

Maternity Shower Chair (\$1,100) in conjunction with the Redcliffe Historical Society

#### 5.1.6 Community Wellness Program

An on-going public education program aimed at raising the standard of health for a key health issue in the local community. This project will most likely focus on one major event or activity at a time, to raise public awareness and support e.g. *Child Protection Week... this is our biggest need this is a new program and with the right program we can make a generational change.*

#### 5.1.7 Donations and Bequests

Continue to promote the RHF as a worthy recipient of donations and bequests. Encourage members of the public to consider a bequest when drawing up their will and/or make a donation.

*Strategy: Create a database of people who buy our raffle tickets with an objective of raising funds in the long term.*

#### **5.1.8 Parent Aid Program**

*Strategy. Pursue possible recurrent funding to establish and run the program*

#### **5.1.9 Patient Transport:**

Liaise with Hospitals and other stakeholders to achieve best community outcome.

*Strategy - hold off doing anything for 12 months until QH new patient transport options have been implemented and assessed*

#### **5.1.10 QScan**

- Negotiate to obtain a MRI into Redcliffe Hospital
-