



Fundraising Advisory Board Strategic Plan 2019-2021





Foreword

Throughout my tenure as Chair of the Bendigo Health Fundraising Advisory Board I have witnessed an increasing willingness to give philanthropically to Bendigo Health. We live in a generous community and we, the fundraising team, have a role to play in educating them about the value of giving to Bendigo Health as their preferred charity.

Our fundraising efforts have consistently delivered close to one million dollars per annum for Bendigo Health. This has been raised by a combination of events, campaigns, private donations and third party donors.

The recent success of our Capital Appeal allowed us to grow our supporter base and build new ambassadors for our cause. Capitalising on this momentum and guided by Bendigo Health's Strategic Plan allows us to continue to build impact.

Bendigo Health recognises the success of fundraising does not sit with the Fundraising team alone, it is a shared responsibility of the Bendigo Health Board, the Fundraising Advisory Board, the CEO, the leadership team and the staff.

We are well on our way to building a philanthropic culture where giving is lived at the leadership level.

We will build on this philanthropic culture by educating, engaging and empowering our supporter base.

A philanthropic culture means most people across the organisation act as champions and engage in relationship building. Everyone promotes philanthropy and can articulate a case for giving. Organisational systems are established to support charitable efforts and the leadership team are committed and personally involved in fundraising.

By cultivating new supporters and nurturing existing ones, we hope to increase the impact of the fundraising function to assist Bendigo Health in achieving its vision of Excellent Care. Every Person. Every Time.

I am confident we have the team and culture to support fundraising success, now we need to build the systems and the capacity to capitalise on the potential that exists for philanthropic support.

My fellow Board members and I believe our regional community deserves access to the same array and quality of health services that those living in metro areas have. This plan is designed to help us raise the funds needed to bridge that gap and beyond looking in to the future.

In practice it means investing in technology and the right tools which will allow our team to spend their time raising and managing funds efficiently and ethically and having the capability to hand to community supporters a licence to act.

It means taking care of our supporters, acknowledging and thanking them for their efforts and developing the tools to deliver on our promises to them.

That promise is every dollar will be spent making their health service even better and investing in the agreed priorities.

It means a focus on increasing our revenue responsibly and sustainably without losing sight of the basics.

Ultimately it means we can help deliver better health for our region.

Here at Bendigo Health we value every donation, big or small.

Thank you to everyone who already supports our fundraising efforts, we look forward to delivering on our plan.



Scott Elkington
Fundraising Advisory Board Chair

We invest in making your regional health service, Bendigo Health, the home of innovation and excellence by targeting philanthropic funds to ensure more people can be treated closer to home.

Purpose

As our region grows, so do the health needs of our community. We believe everyone deserves access to excellent care, regardless of where they live.

We want to avoid people being separated from their loved ones at times of ill health. Our community has a remarkable health service and we know they want to be treated by their local service and staff. Regional people have health needs that are different from people who live in the city and they want regionally developed solutions that cater to the local environment. Funding research allows us to develop home grown solutions that can be applied in a regional setting. This is why we are expanding our financial parameters from solely purchasing equipment, to supporting professional development through scholarships and funding research.

The Fundraising team educate our community about the real difference that can be made to the health of the Loddon Mallee people through philanthropy.

Country people are generous, they care about their neighbours. Our sense of community compels people to want to help one another through tough times and to do their very best to ensure excellent health exists in the community not hundreds of kilometres away.

We are grateful for every dollar. We say thank you.



What does this mean?

The Fundraising and Foundation department of Bendigo Health raises and manages philanthropic funds to help deliver the vision of Bendigo Health - **Excellent Care. Every Person. Every Time.**

The investment of these funds contributes to the four strategic goals of Health, Care, Access and Our People as outlined in the Bendigo Health Strategic Plan 2018-21.

The generosity of our community allows us to expand services including:

- Investing in specialised equipment and programs
- Providing low cost accommodation close to the hospital for those patients and loved ones who need to travel
- Funding scholarships and training to build an exceptional skill base in our region; and
- Investing in research to provide regionally-led solutions to regional problems.

We will commit to the Fundraising Institute of Australia Code of Conduct.

Our Values



CARING

We care about our supporters, we care about the staff we work to support and the patients who use our services.



PASSIONATE

We are passionate about doing our best and celebrating the philanthropic efforts of our community.



TRUSTWORTHY

We can be trusted to invest wisely, spend the money on the outcome we promised and share with our supporters the impact of their donation and effort.



Opportunities

To educate our community about the benefits of supporting Bendigo Health

- Fundraising methodology begins with educating potential supporters about why your cause is worthy. The Bendigo Health fundraising case for support needs to be developed and articulated widely.
- The story of what we need will be told clearly and with evidence through the development and maintenance of a service wide wish list.

Creating new alignments and unique engagement opportunities for our community

- We will lead fundraising innovation and actively explore untapped markets and alignments.

Building the best systems

- There is an opportunity to invest in the fundraising capacity through fundraising technology and other fund development systems.
- We will review our processes to make sure the right person is accountable for each part of the donation journey. The fundraising team will focus on generating revenue whilst equipment purchasing and tracking will be the responsibility of the relevant department.
- As the major tertiary provider for the region, Bendigo Health has a catchment area a quarter of the size of Victoria. Given patients from across the region benefit, we will also seek support from these communities.

Leverage our existing programs and assets

- Key campaigns and programs have the capacity for growth and to generate greater returns. We will commit to the continuous improvement of our campaigns and communications to further engage our community.



Our Strategic Goals

Data and technology

The Fundraising and Foundation function will be supported in their work with up to date technology.

We strive to have accurate reporting on:

- Financial activities
- Spending the philanthropic dollar
- Our supporters and what they want to give to, by what means and how often
- The impact of our work within Bendigo Health and the region.

Community

We will foster and nurture relationships with our community including sponsors, donors, auxiliaries, corporate partners and local businesses.

We will educate our community on the benefits of giving to their local hospital and develop supporters of the future.

Third party supporters will be fostered and funds directed to causes aligned to their purpose within Bendigo Health.

Every donation will be celebrated.

To achieve long-term supporter loyalty, the strategy aims to build a supporter journey that reflects the key stages of giving.

Our Strategic Goals in Detail

Data and technology

Successful fundraising is data driven.

- Providing accurate reporting across all Foundation and Fundraising financial accounts to ensure informed decision making and accountability.
- Improving the quality and timeliness of supporter communications and information by using technology to understand their personal preferences.

Revenue

The Fundraising team will strive to increase the volume of philanthropic giving and effort to ensure the changing health needs of our community can be met. Guided by the FIA code, we will increase revenue by expanding into untapped markets, growing the support of third party fundraising and empowering our community to fundraise on our behalf.

We will analyse new opportunities and weigh up the return on investment. This analysis will include a holistic view of everything required to execute the initiative. That is:

- Profitability
- Brand alignment and marketability
- Other strategic rationale
- Health benefits ie. getting active, eating healthy, positive health messages.



- Leveraging skills of other departments within Bendigo Health to provide accurate and timely data such as financial reporting and specialised equipment needs.
- Improve the online supporter experience through greater integration between website, fundraising platforms for donations, fundraising and social media.
- Embrace new technology and opportunities.
- Contribute to the technological advancement of the hospital through the purchase of specialised equipment.



Community

- Improving engagement with our community and donors to educate them to understand how their support benefits their community.
- Provide appropriate campaigns and materials targeted to the relevant audience to empower supporters to make informed decisions about their giving.
- Educate and empower the community and corporate partners to understand their contribution and feel valued.
- Commit to securing and managing strong corporate and community relationships.
- Continue to say thank you and celebrate shared achievements.
- Have an active presence in the community through staff and ambassadors.
- Use consistent messaging to build the profile of the cause.

Fundraising Revenue

Funds will primarily be raised from the following key giving segments:

- Corporate partnerships and local businesses engagement
- Legacy gifts including Wills, Bequests and In Memoriam
- Major donors/supporters
- Regular giving including Workplace Giving
- Grants, Trusts and Foundations
- Community fundraising and events
- Individual donors and appeals
- Peer-to-peer giving

A strategy for each giving segment will be developed as part of the business plan.

