

Children's Health Foundation

Transforming Care for Sick Children

Strategic Plan
2021 - 2023



Children in Ireland deserve the best chance in life. This is especially so when they become sick. Collectively, we have an obligation to their health and well being.

As we mark the 100th anniversary of the State's founding, we have an opportunity now to leave an indelible mark on paediatric healthcare in Ireland for the next century and beyond. The building of the new children's hospital is the largest capital undertaking in the country's history. The understanding that medical research requires significant public investment is welcome. The commitment to digital implementation of services is an exciting one.

Children's Health Foundation is poised to be at the forefront of this evolution. From a fundraising perspective, we are leading the way for giving to children's causes. Our inaugural strategic plan, *Transforming Care for Sick Children*, embraces that role.

VISION


To give **every sick child** the very best chance.

MISSION

To **work together** to provide **world class facilities, research** and **compassionate loving care** for every sick child in Ireland.



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A STEADFAST COMMITMENT



Denise Fitzgerald
CEO
Children's Health Foundation

Children's Health Foundation has high aspirations – driven by sick children and their needs. On a daily basis, we are inspired by their resilience, courage and above all their fighting spirit. Our promise to these brave children and their families is one of commitment – to ensure they are fully supported, have access to the finest facilities, benefit from leading research, all in a caring and loving environment.

Understanding the challenges of the global pandemic and economic recession, we are still unwavering in our determination and motivation. Now more than ever, sick children require our support. This is reflected in Children's Health Foundation's first strategic plan. For the next three years, 2021-2023, *Transforming Care for Sick Children* focuses on:

- Defining a compelling case to support sick children in Ireland
- Growing income exponentially
- Becoming part of the fabric and culture at all hospital sites
- Communicating consistently to inform stakeholders of the Foundation's work, impact and national reach
- Instilling a culture of excellence in everything we do

These are influenced by our vision, mission and values and guided by our principles to be bold and ambitious in caring for sick children. The five priorities are comprehensive – at once honouring our funding of existing facilities and simultaneously, preparing for the opening of the new children's hospital. We continue to work closely with Children's Health Ireland (who has responsibility for Dublin's three children's hospitals now and in time will run the new children's hospital at the St. James' site). This is an important partnership with both organisations focusing on a common goal – ensuring the best for Ireland's sick children and adolescents.

The development of *Transforming Care for Sick Children* has been a collective effort. We are grateful for the contribution of the Children's Health Foundation's Board, Executives, staff, donors, volunteers and our partners, Children's Health Ireland, in helping to shape this plan. We look forward to their collaboration and input, along with that of the medical teams, parents and families to reach our milestones and realise our ambitions.

We hope you too will play a core part and that together we can serve as a proud beacon for sick children and their families.

A PROUD HISTORY, AN IMPACTFUL FUTURE

In preparing for the national children's hospital and thereby the start of a new era in paediatric healthcare, two important entities were established. Children's Health Ireland was formed through the merger of the Children's University Hospital, Temple Street, Our Lady's Children's Hospital Crumlin and the National Children's Hospital Tallaght. At the same time, the Children's Health Foundation combined the pivotal fundraising arms of these sites, bringing together the Children's Medical & Research Foundation (Crumlin) and Temple Street Foundation (in time, to include the National Children's Hospital Tallaght Foundation).

BORN OF THE PAST

Today Children's Health Foundation is the leading charity for children, raising €18.5m in 2019. Our roots and the critical impact of philanthropy and generosity can be traced to the founding of the three hospitals. For 200 years, Ireland has been served well by these medical facilities devoted exclusively to the care and treatment of sick children.

INTERGAL TO THE FUTURE

Partnering with Children's Health Ireland, Children's Health Foundation is focused on two parallel tracks – support of the current sites, securing lifesaving equipment, essential patient services and vital research; and aligning with the needs of the new hospital, funding (requirements such as) digital technologies, ongoing research and innovative medicine.



OUR VALUES

Child Centred

The child is at the heart of everything we do. We are here to ensure every sick child has the very best chance and everything we do is to improve outcomes for sick children.

Compassion

We care for those we work with and for, and all our interactions are characterised by respect, courtesy, warmth and professional dignity.

Integrity

We are true to our mission - always striving to do the right thing, by being open, honest and transparent.

Ambitious

We are ambitious for the health and wellbeing of the children we serve and we will do everything we can to ensure that each and every child has the very best chance of a full, healthy and happy life.

Respect

We value ourselves, each other and all members of our community showing understanding and appreciation for all our similarities and differences.

Collaborative

We believe in the power of working together to improve outcomes for sick children.

Innovative

We constantly strive to redefine the standard of excellence in everything we do. We are open to ideas that challenge the conventional views and drive innovation and support better outcomes for children.



STRATEGIC PRIORITIES

In outlining *Children's Health Foundation's* strategic priorities, our guiding principles are to be **bold and ambitious in caring for sick children**:

1

Define a compelling case to support sick children in Ireland

Children's Health Foundation will focus our messaging on impact and the care of sick children, adolescents and their families, in funding research, world-class facilities, digital technologies and innovative ways to treat illness.

2

Grow income exponentially

Children's Health Foundation will deliver diversified and sustainable income streams, including philanthropic funding. We will also work to transition the long-term loyalty of donors from all hospital sites to our new shared vision.

3

Become part of the fabric and culture at all hospital sites

Children's Health Foundation will continue to foster a positive and active relationship with the medical teams and staff at Children's Health Ireland. Our collective mission will permeate every part of hospital life, passionately communicating our funding needs and impact.

4

Communicate consistently to inform stakeholders of the Foundation's work, impact and national reach

Children's Health Foundation will solidify our role as the main philanthropic partner of Children's Health Ireland and position the Foundation as the leading charity for sick children in Ireland.

5

Instil a culture of excellence in everything we do

Children's Health Foundation will attract top talent and knowledge, with an emphasis on an innovative spirit and embedding a culture of transformation. We will deliver the best experience for all stakeholders, remaining committed to being a leader in accountability and governance in the non-profit sector.