



The Royal
Children's
Hospital
Foundation

TRANSFORMING THE FUTURE OF CHILDREN'S HEALTH

STRATEGIC PLAN
2026 – 2030



CONTENTS



At the heart of our work is a shared commitment to care, integrity, and making a meaningful and lasting impact.

Our values of Integrity, Gratitude, Excellence and Innovation guide how we work, how we partner, and how we steward the trust placed in us by our donors.

As we look ahead, they remain both our compass and our anchor – grounding us in purpose, inspiring innovation, and challenging us to deliver transformational change for children and young people at The Royal Children’s Hospital and beyond.

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The RCH Foundation acknowledges and recognises the Wurundjeri people as the Traditional Custodians of the land in which we are located. We respect all Aboriginal and Torres Strait Islander peoples and honour their cultural and spiritual relationships, the land and water, and their rich contribution to society.



On behalf of The Royal Children's Hospital (RCH) Foundation Board, we are thrilled to present our refreshed strategic plan which will guide our organisation through to 2030.

The RCH Foundation's vision proudly aligns with the hospital: **a world where all kids thrive**. Through raising funds, investing funds and granting funds towards excellence in patient care, innovation, research, leadership and equipment, we are committed to ensuring the RCH remains one of the leading paediatric hospitals in the world.

We are deeply grateful to our donors, whose generosity makes our work possible. This strategy reflects our commitment to honouring that trust and ensuring every contribution is carefully stewarded and directed to where it will deliver the greatest impact for children and families.

With a rich history of over 100 years of being the philanthropic arm of the RCH, starting with the RCH Auxiliaries in 1922, we have built a strong base with diverse and sustainable revenue streams. This is underpinned by a strong investment portfolio, an engaged workforce, quality systems, and robust governance that ensures our work will continue for another 100 years.

Over the next four years, this ambitious plan proposes to increase revenue, net assets and granting. We will focus on expanded giving channels, continue to invest for the long-term, support innovation in care, build the capability of our people, enable digital evolution, and embrace new technologies.

Between now and 2030, we will be inspired and driven by the transformation in care delivered by the RCH and its partners. Through philanthropy, we will act as a catalyst for innovation and excellence, helping accelerate breakthroughs in paediatric healthcare that would have been unimaginable a decade ago.

The RCH provides outstanding care to children in Victoria and beyond. We will continue to build a perpetual fund to create sustainable impact - today and for future generations.

Together with our donors, we will help shape a future where every child has the opportunity to thrive.



Richard Leder OAM
Chair



Ryan Brown
Chief Executive Officer



FOREWORD

The RCH Foundation operates within a unique and complex environment. It sits at the centre of a renowned paediatric campus, supports one of the leading paediatric hospitals in the world, and engages with a broad community of donors, partners, clinicians, researchers, and advocates who share a commitment to creating a world where all kids thrive.

This strategic plan sets out how we will focus our efforts over the next four years. It reflects consultation with Campus partners, Boards, clinicians, staff, the Good Friday Appeal, and stakeholders. The plan responds to a changing philanthropic landscape and growing expectations around impact and collaboration.

At its core, the strategy is deliberately simple. It is built around three clear pillars - **Raise, Invest and Grant** - supported by two enabling foundations - **People and Systems** - and underpinned by our **organisational values**. These elements describe what the RCH Foundation does and how, providing a framework for decision-making, prioritisation and measurement.

This plan is designed to be practical and enduring. It establishes a shared understanding of purpose and direction, while allowing flexibility in how we respond to emerging opportunities and challenges. It also reinforces our commitment to stewardship - of donor trust, financial resources, meaningful impact, and the relationships that underpin our work.

The ambition of this plan will rely on the opportunity to fund research and therapies that deliver groundbreaking discoveries in paediatric healthcare, maintaining the RCH as a global leader. We are proud to enable the hospital, and we look forward to working with our donors, partners and colleagues to deliver meaningful and lasting impact for children and their families.

Above all, this strategy is grounded in a simple vision that we share with the RCH: **a world where all kids thrive.**

OUR STRATEGY AT A GLANCE

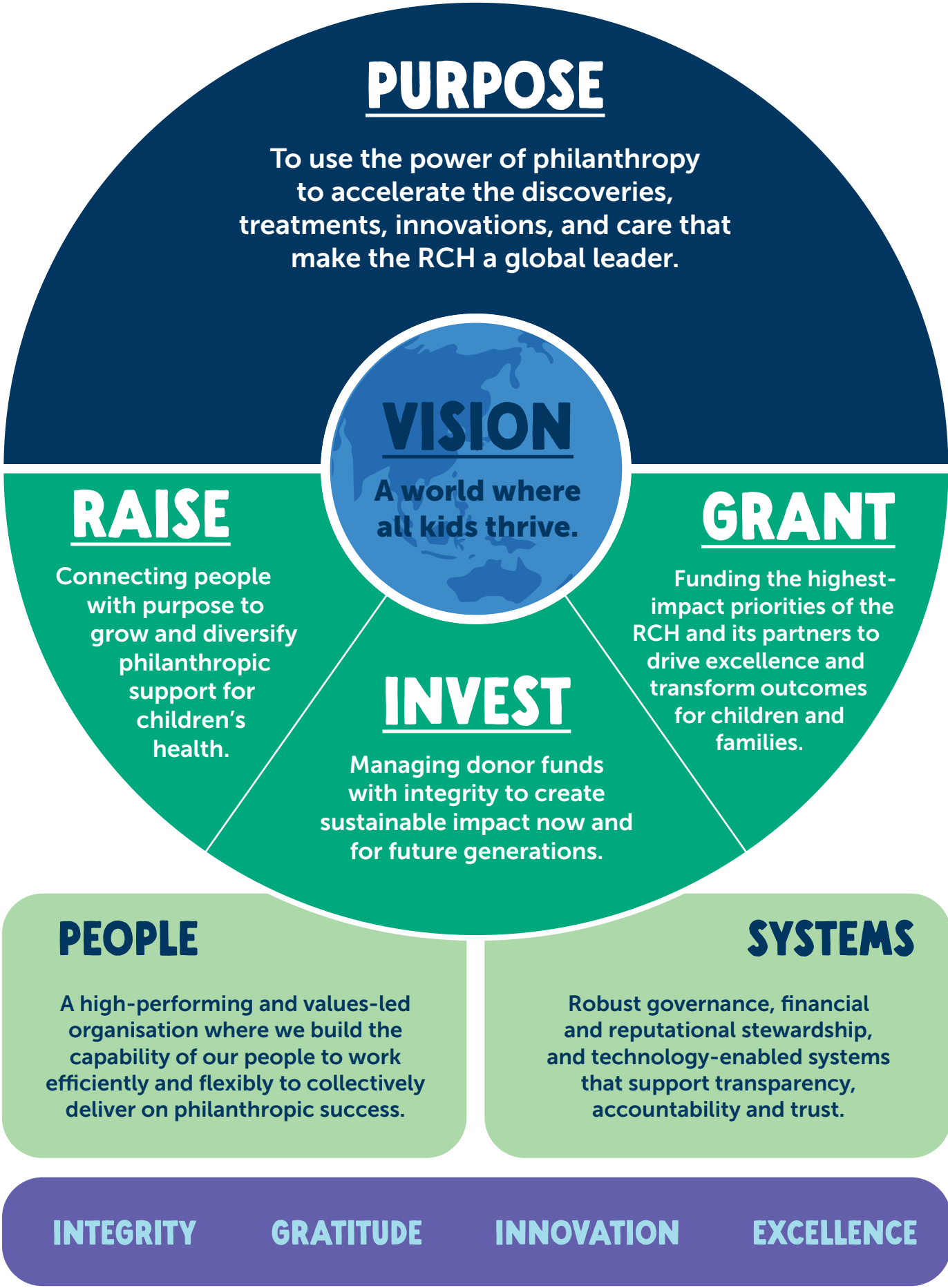
Our model of raising, investing and granting funds underpins a sustainable approach to supporting patient and family-centred care, research and innovation – ensuring the RCH continues to evolve as a leading paediatric centre of excellence.

The three strategic pillars reflect the RCH Foundation’s end-to-end philanthropic role and provide a clear structure for focus, decision-making and resource allocation.

Aligned with the RCH and its Campus partners, we will support and accelerate key areas of transformation, including advanced therapies, personalised medicine and care closer to home. Through building a perpetual fund, we are positioned not only to support excellence, but to enable it at scale.

Delivering this strategy will require continued investment in our people, systems and capabilities, alongside a step change in how we grow and diversify revenue. This will include strengthening partnerships, exploring new markets, and leveraging digital and emerging technologies.

This plan provides clear direction to 2030, with flexibility in how priorities are delivered through operational plans and supporting impact and measurement frameworks.



STRATEGIC FRAMEWORK



Over recent years, expectations of philanthropy have continued to evolve. Donors increasingly seek clarity about impact, confidence in stewardship, and alignment with long-term purpose. At the same time, the health system faces growing pressure, rising demand, and rapid change in areas such as research translation, advanced therapies and digital capability.

This strategic plan responds to that context, and the framework provides a structure for how our work is organised and delivered. It supports organisational focus, accountability and alignment, while remaining accessible to donors, partners and stakeholders.

This plan is focused on enabling impact by connecting community generosity with the priorities of the hospital. Through this role, the RCH Foundation ensures philanthropic resources are raised, stewarded and directed in ways that support meaningful change and lasting benefits for children and families.

The framework is built around three strategic pillars that describe the RCH Foundation's core philanthropic activities, supported by two enabling foundations that describe the organisational capabilities required to deliver the pillars effectively.

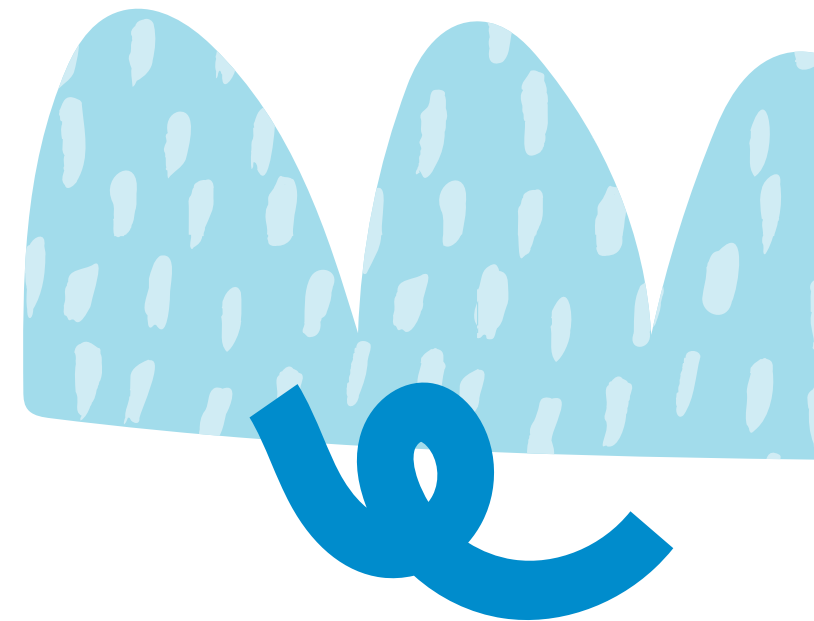
Together, these elements underpin the strategic plan and guide future implementation, measurement, and impact articulation work.

- **Raise** - which focuses on raising funds by connecting people with purpose to donate funds in support of children's health.
- **Invest** - which focuses on raising funds by investing and managing donor funds with integrity to create sustainable impact now and for future generations.
- **Grant** - which focuses on granting funds to the hospital's highest-impact priorities to drive excellence and transform outcomes for children and families.

Supporting the pillars are two enabling foundations that ensure the RCH Foundation has the capability and discipline required to deliver its strategy effectively:

- **People** - which reflects a high-performing and values-led organisation that builds the capability of our people to work efficiently and flexibly to collectively deliver on philanthropic success.
- **Systems** - which drive robust governance, financial and reputational stewardship, and technology-enabled systems that support transparency, accountability and trust.

The RCH Foundation's areas of focus under each pillar are articulated in this plan. They provide our intended strategic emphasis and a clear bridge between the strategic framework and operational planning.



This will guide prioritisation, sequencing and resource allocation, while allowing detailed initiatives and actions to be developed and refreshed through our organisational planning and performance cycles.

The Financial Outlook details the targets to deliver on our ambitious growth agenda. Underpinning how the RCH Foundation operates and how our people work together are our core values: Integrity, Gratitude, Innovation and Excellence.

Through this strategic plan, we reaffirm our commitment to stewardship, partnership and impact. This plan will guide us in our shared goal of transforming the future of children's health.

DELIVERING OUR AMBITION



PILLAR ONE: RAISE

**\$100M ANNUALLY
BY 2030**

**\$340M OVER
4 YEARS**



The RCH Foundation’s ability to grow and diversify philanthropic support depends on our capacity to connect people with purpose and inspire generosity in support of children’s health.

Under this pillar, we will focus on building strong and enduring relationships with donors, partners and the broader community, both locally and internationally. This includes strengthening and deepening engagement, and ensuring the RCH Foundation’s value proposition is clear, compelling and gives donors confidence that their support will transform children’s health outcomes. A comprehensive digital strategy, compelling storytelling, collaboration with partners, and growth in Major Gifts and Bequests will be key areas of focus.

Success under the Raise pillar will be reflected in a broader and more engaged donor base, increased and more resilient philanthropic income, and deeper relationships built on trust, shared purpose and confidence in our stewardship.

Priority Areas

We grow and diversify philanthropy, inspire community generosity, and strengthen donor relationships by:

- Building personalised donor engagement and stewardship that deepens commitment
- Strengthening digital fundraising capability to support sustainable income
- Using compelling storytelling to demonstrate how philanthropy improves children’s health
- Expanding and diversifying funding streams nationally and internationally, including Major Gifts and Bequests
- Leading collaboration with philanthropic partners on campus, including the Good Friday Appeal.

CHRISTINE'S STORY

"CHILDREN ARE OUR FUTURE. THEY MUST BE SUPPORTED AND GIVEN THE BEST OPPORTUNITIES. THAT STARTS WITH HEALING."

Christine

Nearly 50 years ago, Christine's son Evan underwent life-altering open-heart surgery at the RCH. The exceptional care he received has been a great source of inspiration for Christine in her desire to give back, because that care didn't just save Evan's life – it gave him and his family 32 precious years together.

"Not long after Evan was born, we had a doctor come around to tell us that he had problems with his heart. So, we made our way to the RCH where he was constantly in and out. Eventually, he was offered the chance to have the Fontan surgery," Christine shared.

The Fontan procedure is a type of open-heart surgery, and at the time of Evan's journey with the RCH, he was one of just 15 people in the world to undergo this operation that came with both hope and risk.

"This surgery wasn't common at the time, and they weren't positive he could live through it, but they told me if he did, it would greatly help him," Christine recounted.

This decision was heart-wrenching and agonising for Christine. But in choosing the surgery, she gave Evan a fighting chance – one that led to 32 beautiful, love-filled years.

Evan's childhood was full of joy, even though his heart condition made simple pleasures like running difficult. He often struggled to move without getting out of breath, meaning that his younger years looked completely different to those around him. Regardless, he was able to play and find happiness among his close-knit group of friends.

"He was such a wonderful young man, he was very devoted to his grandparents and me. Whenever he came home, there was laughter, there was music, and everything was wonderful. I'm forever grateful to the RCH for giving him those years," Christine shared.

To show her gratitude, and in loving memory of her son, Christine has decided to leave a Gift in her Will to the RCH Foundation. Her hope is that by doing so, more children like Evan will get the care they need and ultimately, more years to spend with their loved ones.

"Since I found out I would inherit this house from my parents, I immediately made the decision to leave it to the RCH Foundation. There's never been a doubt or question about it," Christine said.



PILLAR TWO: INVEST



The RCH Foundation has a responsibility to manage donor funds with integrity, care, and a long-term and sustainable focus.

Under this pillar, we will focus on ethical and strategic fund management, honouring donor intent and facilitating endowment support. This includes maintaining strong investment governance, transparency and accountability, and making decisions that balance current needs with future opportunities.

Success under the Invest pillar will be reflected in sustainable financial resources, the ability to fund five-year forward commitments, and the growth of a perpetual fund that will support the hospital’s priorities over time.

Priority Areas

We invest funds to support impact now and in the future by:

- Leveraging funds ethically and strategically, with a strong focus on long-term sustainability
- Facilitating endowment support and perpetual giving structures
- Maintaining robust investment governance and reporting
- Honouring donor intent across all giving.



**\$327M IN TOTAL
NET ASSETS BY 2030**

**INCREASE OF \$55M
OVER 4 YEARS**

ARCHIE'S STORY



"I CAN'T SPEAK HIGHLY ENOUGH OF THE RCH STAFF. THE ATTENTION, THE CARE, HOW THEY MADE ME AND MONICA FEEL – IT HAS ALL BEEN AMAZING. THE ENTIRE EXPERIENCE HAS BEEN OVERWHELMINGLY POSITIVE."

Terry

Archie first came to the RCH for a seemingly simple routine check-up. Hours later, the family were left with heartbreaking news; their two-year-old son had cancer.

Aside from a recent fever while on holiday, Archie had shown no signs of illness.

"He was perfectly fine, he had a fever for one or two days, but there was really nothing to be too concerned about. Fortunately, the doctor suggested that we get his blood taken at the RCH," shared Terry, Archie's dad.

However, it was not until Terry and his wife, Monica, stood in front of the clinicians at the RCH that they even considered the possibility of cancer.

"A few hours later, we were told that our son had leukemia," he continued.

The two-year-old was found to have acute lymphoblastic leukaemia, a cancer that affects the bone marrow and the blood. This news overwhelmed Terry and Monica. Both of them could not help but feel terrified about what this diagnosis meant for their child's future.

But since the toddler's diagnosis, Terry has found the RCH and its staff to have been a great source of support.

Having been on the receiving end of that extraordinary care, Terry decided to channel his emotions into action by fundraising for the RCH Foundation.

"I've donated to charities in the past, but that never involved a longer-term commitment. One day, however, I went for a run, and I decided that I was going to run a marathon and raise money for charity," Terry said.

With this being his first fundraiser, Terry wasn't quite sure what to expect. He had hoped to raise a couple of thousand dollars. The last thing he expected was to more than quadruple his goal.

"I thought if I could raise \$2,000, I'd be happy, but I think we got that in an hour. And when I saw the flood of donations come through, I sat at my laptop and cried," Terry shared.

On the day of the marathon, Terry took inspiration from his son's resilience and his supporters' kindness to get him to the finishing line.

Terry and Monica are incredibly grateful for all the donors who so generously support the RCH to provide world-class care to its patients – including their son, Archie, who is now thriving.



PILLAR THREE: GRANT



\$69M DISTRIBUTED TO THE RCH IN 2030

\$236M OVER 4 YEARS



The RCH Foundation’s ultimate contribution to impact is realised through funding breakthroughs in care, driving excellence, and aligning support to innovative projects that ensures the RCH continues as a world-leading paediatric hospital.

Under this pillar, we will focus on granting funds towards initiatives that deliver the greatest potential benefit for children and families. This includes supporting care, research, advanced therapies, innovation, and support services that align with the hospital’s strategic direction and clinical priorities.

Success under the Grant pillar will be reflected in prioritising funds towards innovative initiatives that drive excellence in care. This will ensure accountability towards sustainable funding, transparent and well-governed granting processes, and tangible contributions to improved health outcomes.

Priority Areas

We direct funds by:

- Funding initiatives that drive excellence and are aligned to the hospital’s strategic priorities
- Supporting innovation in care and reducing reliance on ongoing philanthropic support
- Maintaining transparent and independent grant governance
- Monitoring, evaluating and reporting on impact for children and families.

LAUREN'S STORY



"ADVANCED THERAPEUTICS WILL REVOLUTIONISE CARE FOR ALL CHILDREN. FOR INSTANCE, THERE ARE SOME CHILDREN WHO WILL BE CURED FROM THEIR DISEASE IF TREATED EARLY ENOUGH, AND OTHERS THAT WILL HAVE THEIR DISABILITIES IMPROVED SIGNIFICANTLY."

Andrew Kornberg

When Lauren began vomiting after a fall, her parents rushed her to their local doctor in Queensland, fearing a concussion. To the family's surprise, it was a follow-up visit to the optometrist that resulted in a life-changing diagnosis – myasthenia gravis (MG).

MG is a rare autoimmune disorder that disrupts communication between the nerves and the muscles, causing debilitating weakness. For Lauren, these symptoms began when she was just a little baby and continued to worsen over time.

"We got this diagnosis confirmed because of the changes in the behaviour in her eyes. But then it progressed quite rapidly. We thought it was just ocular, but it turned out to be generalised. This meant that her whole body was affected – from her smile to even sometimes just falling over and collapsing," Erin, Lauren's mum shared.



Lauren immediately started a treatment plan, involving infusions and highly invasive surgery at just three and a half years of age. Despite all of this, Lauren and her family did not see the improvement for which they had hoped.

Living rurally and with their daughter's condition worsening, Lauren and her family were able to seek support from anywhere in Australia. It was a referral to Associate Professor Andrew Kornberg at the RCH in Melbourne that changed their lives.

Now, after a decade of receiving specialised, world-class care at the RCH, Lauren is stronger than ever, learning how to self-manage her condition and getting back to what she loves doing most.

Andrew's early advice around centering Lauren's voice has been transformative for the entire family and it has helped them to reshape how they approach her medical care.

"The greatest piece of advice that Andrew has given us is that we were never to stop Lauren from doing anything, but were to catch her if she fell," Erin said.

Today, Lauren is thriving, with the impact of her condition minimised to her eyes. Having experienced first-hand the life-changing impact of care at the RCH, Lauren and her family have regularly thrown their full support behind Andrew and his incredible mission to bring advanced therapy treatments to kids across Australia.

"I think his mission is really important because it helps raise money for the facilities and medical equipment that help make the RCH world-class," Lauren shared.

While Australian sites can currently administer some advanced therapies, increased capacity and dedicated support can ensure that even more children at the RCH and beyond are able to access these transformative treatments.

ENABLING FOUNDATIONS

The delivery of the RCH Foundation’s strategy is underpinned by two enabling foundations. These enablers apply across all three pillars and ensure the organisation has the capability, discipline, and resilience required to deliver sustained impact.

FOUNDATION ONE: PEOPLE

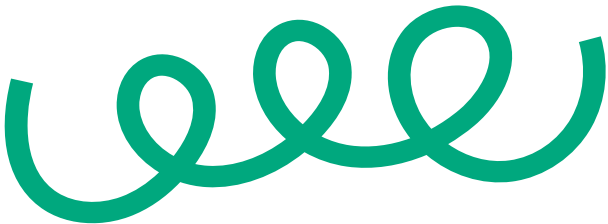
Our people and culture are central to our success. A capable and collaborative, values-led, and high-performing organisation enables strong relationships with donors and partners, sound decision-making, and consistent delivery against strategic priorities.

Under this enabler, we will focus on building leadership capability, supporting professional development, and fostering a culture where responsibility for philanthropic success is shared. This includes ensuring structures and opportunities are in support of collaboration and accountability with a commitment to ongoing improvement, including efficient and flexible ways of working. We will continue to support and invest in the wellbeing of our people.

Success under this enabler will be reflected in a motivated and capable workforce, strong leadership, and a shared commitment to the RCH Foundation’s purpose and values.

We enable impact by:

- Building a values-led, high-performing culture where responsibility for philanthropic success is shared
- Developing leadership capability, skills and professional practice aligned to the strategy
- Supporting collaboration across teams and with partners to work in efficient and flexible ways that deliver consistent, high-quality outcomes
- Investing in the wellbeing, engagement and development of our people.



FOUNDATION TWO: SYSTEMS

Robust systems, governance and stewardship provide the foundation for trust and accountability in philanthropic work.

Under this enabler, we will focus on maintaining effective governance arrangements, transparent financial and grant oversight, and systems that support donor engagement, reporting and decision-making. This includes ensuring our processes are fit for purpose and supported by emerging technologies.

Success under this enabler will be reflected in strong governance, effective risk management, and continued confidence from donors, partners and stakeholders in our stewardship of resources and relationships.

We enable impact by:

- Maintaining strong governance, risk management, and assurance across fundraising, investment and granting
- Ensuring transparent financial management, reporting and accountability
- Using fit-for-purpose systems and embracing emerging technology to support donor engagement, decision-making and reporting
- Protecting and strengthening the RCH Foundation’s reputation and public trust.

MEASURING SUCCESS



GOVERNANCE AND ACCOUNTABILITY



Measuring success is essential to ensuring that our strategy remains focused, accountable and responsive. The RCH Foundation is committed to using evidence and insight to understand how effectively philanthropic funds are creating impact. This will in turn inform decision-making at both strategic and operational levels.

Measurement under this strategy will include indicators of success that are aligned to the three pillars and two enablers. This approach ensures that performance is assessed in a way that reflects both outcomes and the conditions required to achieve them.

We will use measurement to support learning and continuous improvement. This includes using information to understand donor engagement, stewardship, financial sustainability, and the contribution of philanthropic funding to the hospital's priorities.

Through this approach, we seek to maintain transparency, build confidence with donors and partners, and ensure that the strategy remains responsive and flexible - guiding action and improvement over its lifetime.

Strong governance and clear accountability are essential to the successful delivery of our strategy. They provide confidence that philanthropic funds are being stewarded responsibly. Accountability under this strategy is supported by clear roles, transparent decision-making processes, and regular reporting.

The Board has oversight of the strategy and is responsible for setting direction, monitoring performance, and ensuring appropriate governance arrangements are in place. The Executive is responsible for implementing the strategy, managing risk, and ensuring day-to-day decisions and activities align with the agreed strategic framework.

Performance will be reviewed against the strategic pillars and enablers, so that the Board and Executive can assess progress, identify emerging risks or opportunities, and make informed adjustments where required.

Through this approach, we seek to ensure that the strategy is delivered with integrity, and that accountability is maintained to donors, partners and the broader community.



IMPLEMENTATION AND REVIEW

This strategy is intended to guide decision-making and prioritisation over the next four years. Implementation will be undertaken in a way that is disciplined, but also responsive to changing circumstances.

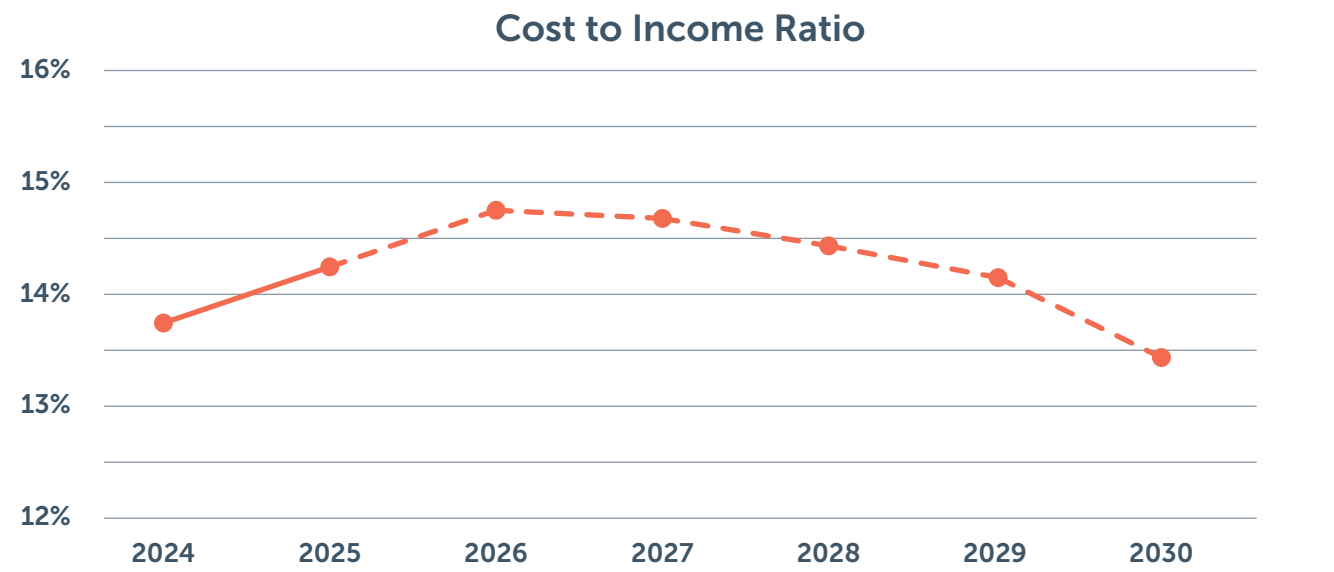
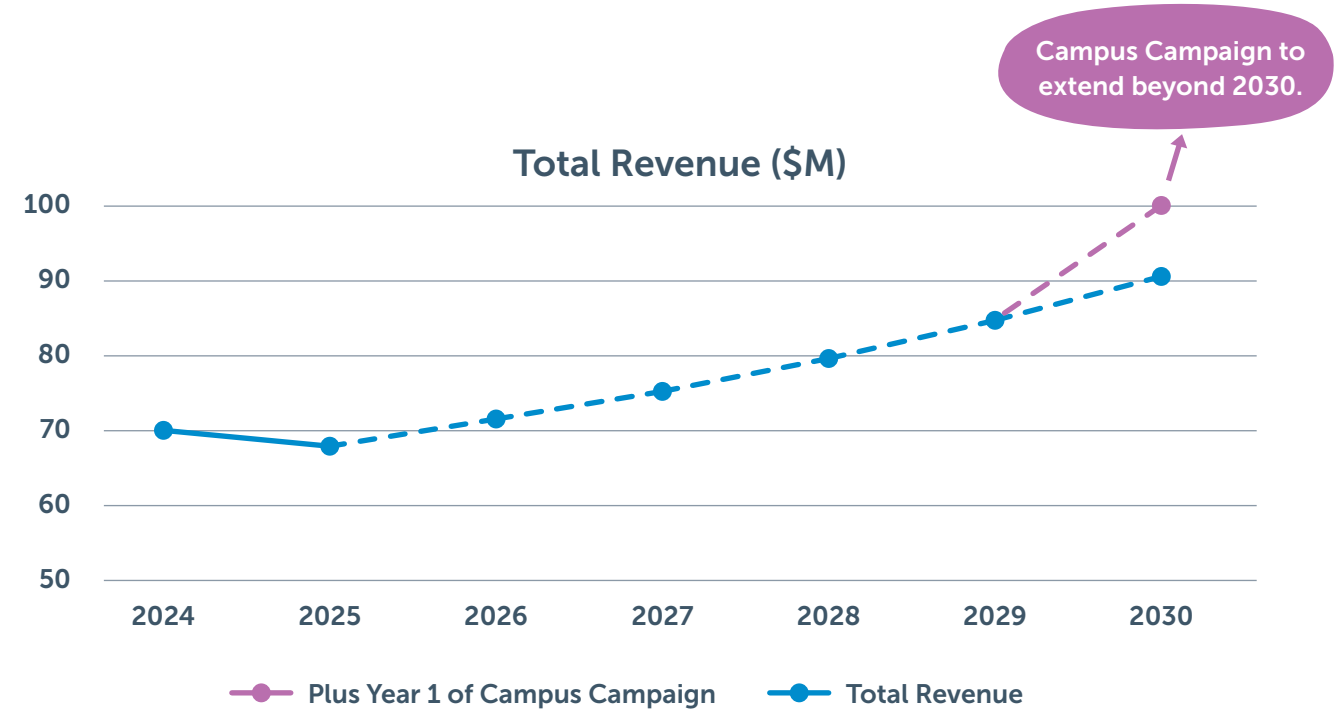
The strategic pillars and enablers will provide the primary framework for translating the strategy into action. More detailed planning, including key actions, KPI's, annual deliverables and resource requirements, will be developed in our annual budget and operational planning cycle.

Progress and performance against the strategy will be monitored through regular reporting to the Board and Executive. The strategy will be reviewed periodically to ensure it remains relevant, practical, responsive, and focused on delivering meaningful and sustained impact for children and families.

FINANCIAL OUTLOOK



RCH Foundation P&L (\$000's)	2024 Actual	2025 Actual	2026 Forecast	2027 Projection	2028 Projection	2029 Projection	2030 Projection
Revenue							
Fundraising (incl GFA)	43	45	50	53	57	61	65
Campus Campaign	-	-	-	-	-	-	10
Investments & Other	27	22	22	22	23	24	25
Total Revenue	70	68	71	75	80	85	100
Total Distributions to the RCH	61	47	52	54	56	58	69
Cost to Income Ratio	14%	14%	15%	15%	14%	14%	13%
Net Surplus / Deficit (excl Unrealised Gains)	-16	2	2	2	4	6	8
Net Assets (end of year)	252	263	272	282	295	310	327



OUR VALUES



Our values are the foundation of who we are and how we work - guiding every decision, shaping how we collaborate across our teams and with our Campus partners and stakeholders, and defining the impact we strive to make.

INTEGRITY

Moral, ethical, honest, inclusive and trustworthy

- Develop open and transparent communications for our team, as well as our donors and stakeholders, building trust and fostering collaboration.
- Create an inclusive and supportive environment by demonstrating respect and empathy.
- Commit to being ethical, fair and just.
- Champion diversity and inclusion as ongoing, evolving work.

EXCELLENCE

Beyond best practice

- Strive to be a charity of choice, holding ourselves to the highest standards for our staff, donors and the hospital.
- Empower each team member to do their best and thrive by providing the space, resources and support they need.
- Celebrate our cross-team expertise by sharing knowledge and seeking new ways to continually improve.
- Ensure we have the people, resources and expertise needed to be the best we can.

GRATITUDE

Gratitude and appreciation guide what we do and how we act

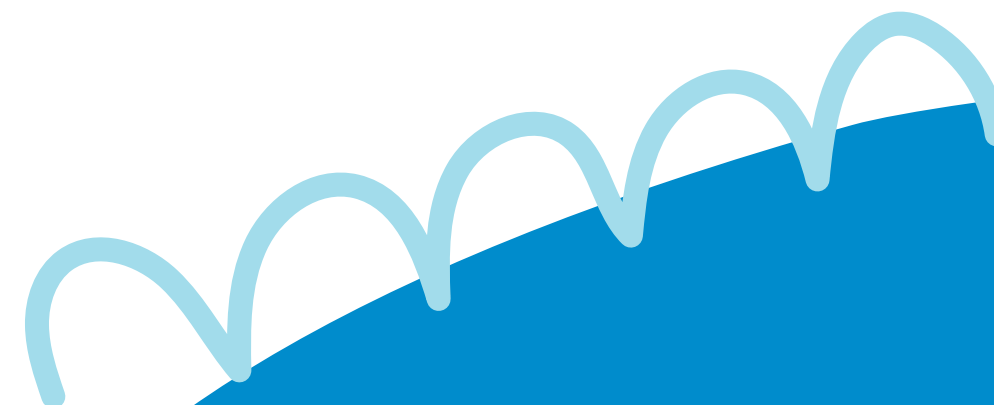
- Lead with respect, actively listening and supporting each other, our donors and our stakeholders.
- Recognise that every single team member plays a valuable role within the organisation.
- Actively show appreciation and compassion in all of our relationships.
- Share stories and moments of gratitude with our team and our community to remain connected and top of mind.

INNOVATION

Change and creativity are central to who we are

- Collectively collaborate and commit to change.
- Foster agility in our thinking and our work; reviewing, evaluating and pivoting where needed.
- Encourage new ideas by embracing curiosity and creating new conversations.
- Create safe spaces to test new thinking and approaches.

CONTACT US



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 The Royal Children's Hospital Foundation

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**DONATE TODAY
AND TRANSFORM THE
FUTURE OF CHILDREN'S
HEALTH AT THE ROYAL
CHILDREN'S HOSPITAL.**

