



STRATEGIC PLAN
FOR THE PERIOD **2023-2025**
VERSION 3.0 UPDATED OCTOBER 2023

Our vision

Rural doctors for rural communities.

Our purpose

To support better health in rural and remote communities.

Our values

Courage: We will act with conviction and integrity and take informed risks.

Trust: We will be credible, reliable, connected and selfless.

Care: We will be diligent, compassionate, responsive and effective.

Tagline

Caring. Committed. Connected.

Positioning

Here in your community when you need us

1 Our governance – Building a sustainable and well-governed organisation

Why?

To meet our compliance requirements as a charity

- As a young organisation inspired by the vision of a small group of dedicated and passionate rural doctors, it is exciting to see that vision becoming a reality. We rely on strong governance to continue to realise this vision in a way that is ethical, sustainable and meets our obligations as a health charity

Who?

- Board, Committees and Executive team
- Audit Partners

Where?

- Board meetings, Committee meetings, Executive meeting and day to day operations
- Reporting to ACNC, ATO and other regulatory bodies
- Reporting to our Members
- Reporting to Stakeholders and Community Members

How?

- Review of policies and procedures in line with schedule approved by Board
- Adherence to policies and procedures
- Clear decision-making frameworks with escalation processes in place
- Regular reporting of financial position, potential risk and risk mitigation strategies,
- and performance against Strategic, Operational and Business Plans
- Annual Audit
- Reporting to ACNC, ATO and other regulatory bodies
- Reporting to our Members

What will we focus on?

- Within a context of continual improvement, we will focus on testing and refining our operational and reporting frameworks. We will be courageous in seeking feedback and ensure that our planning, reporting, policies, procedures and processes are the best they can be.

Where will we be in two years?

- A vibrant and diverse Board on which a director position is highly sought

Where will we be in three to five years?

- A Board and Executive team that is a benchmark for rural health

2 Our finances – Growing reputable and sustainable funding streams

Why?

To ensure the Foundation has the income to deliver on our purpose

- Rural Doctors Foundation has a strong financial base with over \$1 million being managed under investment. The organisation draws down on these funds to cover our administration costs. 100% of the funds generously donated by organisational and individual donors goes direct to program delivery and to fund program growth.
- With strategic partnerships in place with research agencies, we are focused on demonstrating and measuring the impact of our programs with the aim of seeking government funding in the future.
- Our goal is to build our income to enable growth of our programs across Australia.

Who?

- Sponsors
- Partners
- Corporate and Philanthropic Grants
- Trusts and Foundations
- Government Grants
- Donors

Where?

- Wherever we have strategically identified stakeholders with aligned values and purpose
- Wherever it delivers a benefit to all stakeholders

How?

- Building long-term sponsorships and partnerships built on respect and inclusion with organisations with common purpose and values
- Researching, identifying and applying for grants where there is a strong alignment between their desired outcomes and our ability to deliver on these defined outcomes effectively and efficiently
- Building a strong and loyal donor base

What will we focus on?

- Within a context of continual improvement, we will focus on testing and refining our operational and reporting frameworks. We will be courageous in seeking feedback and ensure that our planning, reporting, policies, procedures and processes are the best they can be.

Where will we be in two years?

- Operating as a financially sustainable organisation

Where will we be in three to five years?

- Expanding our services through sustainable contracts and fundraising activity, prudent management of our expenses and increased income

3 Our operations – Promoting better health in rural and remote communities

Why?

To support better health in rural and remote communities

- Promoting better health in rural and remote communities is at the heart of everything we do. We began with the vision of a small number of dedicated rural doctors that experienced first-hand the inequity of health between those living in large metropolitan and those in rural and remote communities. They were and remain passionate about addressing this inequity. The purpose of Rural Doctors Foundation is to support better health in rural and remote communities.

Who?

- Those living in rural and remote communities across Australia

Where?

- Wherever we have strategically identified a community need for supporting better health in rural and remote communities across Australia
- Wherever it delivers a benefit to people living in rural and remote communities

How?

- Providing support to GPs and health practitioners every day AND in times of crisis
- Enabling delivery of GP services in rural and remote communities for health practitioners
- Promoting wellness and better health including for health practitioners
- Providing medical equipment for rural communities
- Delivering emergency relief to ensure health care and medicines are available to rural and remote communities in times of crisis
- Partnering with reputable research and health agency to grow our evidence-based research on rural health
- Conducting research to identify future communities in need across Australia to improve health outcomes in rural and remote communities

What will we focus on?

- Within a context of continual improvement, we will focus on testing and refining our operational and reporting frameworks. We will be courageous in seeking feedback and ensure that our planning, reporting, policies, procedures and processes are the best they can be.

Where will we be in two years?

- Delivering models of care into rural and remote communities across Queensland that are innovative, scalable and improve health outcomes

Where will we be in three to five years?

- Expanding delivery of models of care into rural and remote communities across Australia

4 Our reputation – Growing our reputation as a rural health charity that operates in line with its values

Why?

To increase our awareness as a caring, committed and connected organisation

- Our values of Trust, Courage and Care inform every decision we make and every action we take. Growing our reputation relies on us being a trusted organisation that operates with Courage and Care. Our reputation is built with every interaction a person has with us. We strive to ensure that every interaction is professional, aligned with our values and above all consistent.
- We want everyone to understand what is at the heart of our organisation and make it easy for them to feel a connection with our work.
- With a strong reputation comes the ability to truly make a difference in a sustainable way.

Who?

- Those who we support living in rural and remote communities across Australia
- Those who support us
- Those with a vested interest in improving wellbeing in rural and remote communities
- Those with a close connection to the Foundation
- Those who can advocate for us and promote our work

Where?

- Wherever we have strategically identified a community need for supporting better health in rural and remote communities across Australia
- Wherever it delivers a benefit to people living in rural and remote communities

How?

- By engaging directly with the communities we serve
- By promoting the health and economic benefits of improved rural wellbeing

What will we focus on?

- Within a context of continual improvement, we will focus on testing and refining our operational and reporting frameworks. We will be courageous in seeking feedback and ensure that our planning, reporting, policies, procedures and processes are the best they can be.

Where will we be in two years?

- Recognised as a wellbeing advocate for rural communities and their health practitioners across Australia
- Well recognised and respected brand in rural health

Where will we be in three to five years?

- Expanding our services through sustainable contracts and fundraising activity, prudent management of our expenses and increased income

5 Our people – Building an inclusive and collaborative culture aligned with our values of Courage, Trust and Care.

Why?

To build a diverse, collaborative, and high performing culture for enhanced productivity, effectiveness and sustainability

- To do what we do every day, relies on a small yet dedicated and professional team of people. People that are passionate about what they do, and who put their heart and soul in improving health outcomes for those living in rural and remote communities. So we need to ensure our people are also looked after. We are focused on building a culture where we act with Courage, Trust and Care. We work collaboratively and face challenges head on with respect for our differences. We embrace our diversity and encourage our people to act courageously, knowing they are trusted and cared for.

Who?

- Rural Doctors Foundation employees
- Rural Doctors Foundation Board and Committee members
- Rural Doctors Foundation Members and Volunteers

Where?

- Across Australia with Board member and staff coming from all areas of our large and diverse country

How?

- Having systems and processes in place that support our people to feel engaged, supported and valued

What will we focus on?

- Within a context of continual improvement, we will focus on testing and refining our operational and reporting frameworks. We will be courageous in seeking feedback and ensure that our planning, reporting, policies, procedures and processes are the best they can be.
- We will focus on building a culture that is reflective of the values of the organisation.

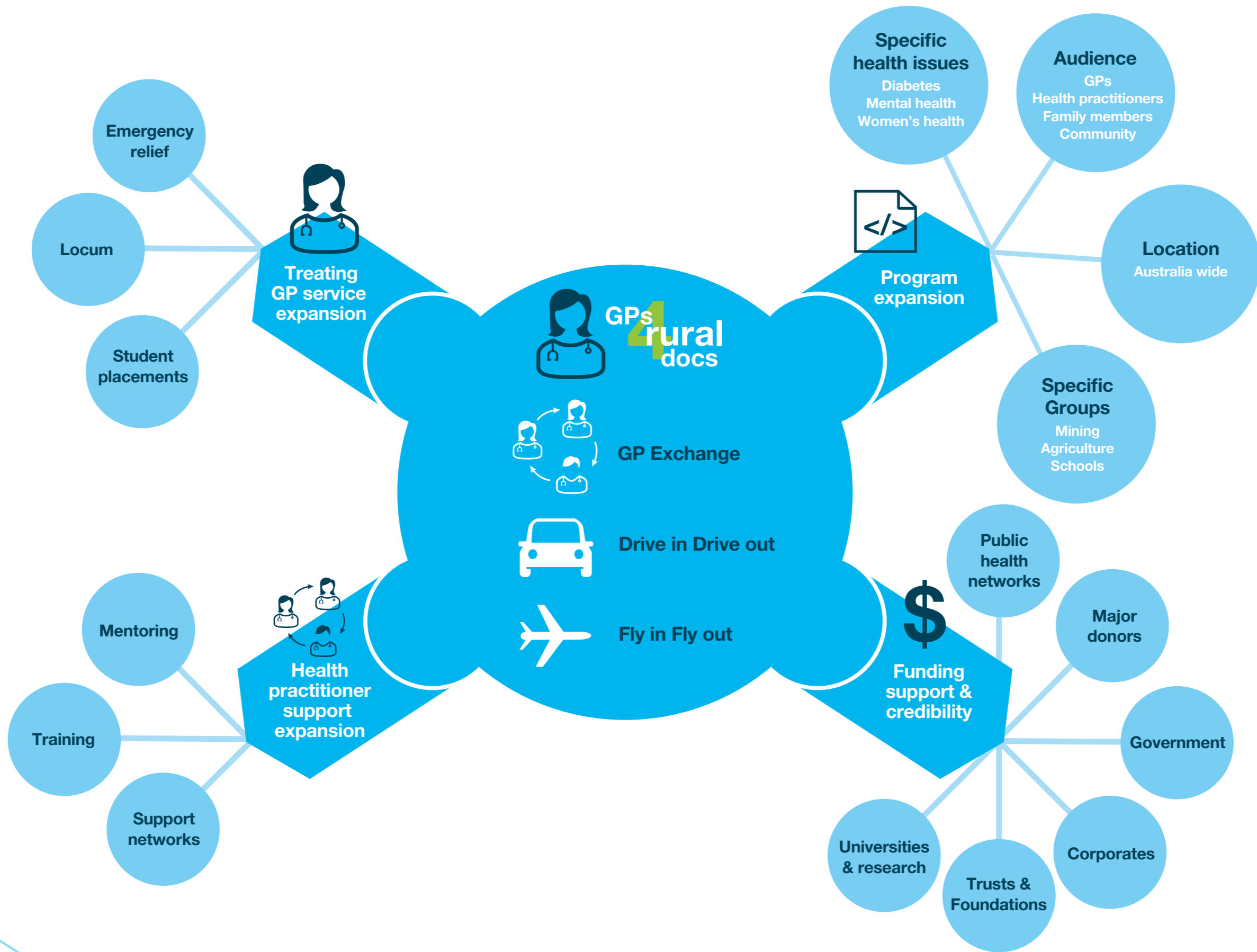
Where will we be in two years?

- A growing organisation in which our people feel heard, valued and supported

Where will we be in three to five years?

- Well recognised and respected brand as an employer in the rural health sector

Potential expansion of GPs 4 rural docs



Acknowledgment of our supporters

Rural Doctors Foundation acknowledges the support of our generous donors and grant providers. Without their support, our work to improve health outcomes in rural and remote communities would not be possible.



**Rural Doctors
Foundation.**

Caring • Committed • Connected

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