

Foundation for Surgery – Strategic Plan on a Page 2025-2027

RACS Purpose – Advance Surgical Excellence through education, standards and advocacy

Foundation for Surgery Vision – To strive for a world where all children, families and communities can access quality surgical care when they need it most.

Foundation for Surgery Mission - To raise, steward and facilitate donations to assist in addressing critical surgical need in disadvantaged communities, improving health equity, and supporting research and training that advances surgical practice and patient care

RACS Strategic Pillars that Foundation for Surgery works within, and RACS Objectives	<i>Members</i> Win the trust, confidence and ongoing commitment from our members	<i>Social Contract</i> Demonstrate RACS' social contract in meeting the needs of the profession and the community	<i>Financial Sustainability</i> Build financial sustainability	<i>People</i> Create a service culture and empowered generation of Leaders	<i>Operational Excellence</i> Operate with focus, efficiency and integrity	
Foundation for Surgery Priorities	Enhance Visibility and Engagement	Align with RACS for Collective Impact	Demonstrate and Communicate Impact	Grow and diversify Revenue	Invest in our people and process	Modernise digital infrastructure and use of data
Strategic Initiatives	<p>Develop and implement a stakeholder fundraising communication and engagement plan targeting fellows, Trainees, and regional communities.</p> <p>Attend and promote the Foundation at RACS events such as STANC ASMs, RACSTA Conference, Younger Fellows Forum, RACS ASC, including hosting stands where possible.</p> <p>Include nominal donation amounts in tickets for RACS events.</p> <p>Refresh brand strategy and messaging to clearly articulate Foundations; unique role and impact.</p> <p>Increase presence across social media including Foundation and College channels.</p> <p>Strengthen ambassador and volunteer networks.</p>	<p>Conclude investigation into separating Foundation and RACS funds and investment corpora and provide a final report to the Committee.</p> <p>Develop and implement annual operation budgets for both Foundation and Scholarships and Grants within approval timelines.</p> <p>Establish regular alignment forums between the Foundation and key RACS programs.</p> <p>Identify and support shared priority areas where philanthropic investment can accelerate outcomes.</p> <p>Collaborate on co-branded initiatives that leverage the strengths of both the Foundation and College.</p> <p>Deliver world-class scholarships and grants program.</p>	<p>Develop a consistent framework for measuring and communicating impact.</p> <p>Strengthen storytelling using lived experience, data and outcomes.</p> <p>Integrate impact narratives into fundraising and donor stewardship materials.</p> <p>Publish annual impact reports to increase transparency and visibility.</p> <p>Maintain regular contact with living scholarship and grant donors, including annual updates on application processes, financial data, and recipient outcomes.</p> <p>Embed a Monitoring, Evaluation and Learning framework to assess program effectiveness, inform decision-making, and continuously improve impact reporting.</p>	<p>Reinvigorate recurring giving campaigns and improve donor retention</p> <p>Build a proactive major gifts and bequests program</p> <p>Develop tailored strategies to engage corporates, philanthropic trusts, and high net-worth individuals</p>	<p>Foundation and scholarships and grants staff to attend relevant education and training opportunities to upskill.</p>	<p>Maintain donation portal efficiency, including monitoring rejected donations and resolving issues.</p> <p>Ensure Unlock platform continues to function effectively and issues addressed.</p> <p>Enhance digital platforms including CRM, email marketing, donation tolls and website.</p> <p>Implement donor segmentation and personalisation strategies. Strengthen data collection and analytics</p> <p>Ensure ongoing cybersecurity compliance and resilience.</p>
Strategic Objectives and Key Results	<ul style="list-style-type: none"> - Develop and implement a stakeholder communication and engagement plan by Q4 2025. - Attend and promote the Foundation in at least five RACS events annually. - Include donation options in at least 3 ticketed RACS events in 2026 and 2027. - Increase social media followers by 20% annually across all platforms. - Recruit and onboard at least three new ambassadors or volunteers each year - Develop and implement bequest strategy by Q3 2026. 	<ul style="list-style-type: none"> - Conclude fund separation investigation and present finding by Q4 2025. - Approve annual budgets by RACS Board in November each year. - Fund at least three RACS-Aligned proposals annually, subject to financial sustainability. - Host two structured alignment forums annually with RACS leads from Indigenous Health, Global Health and Education resulting in at least three documented collaborating actions or shared priorities. - Annual Scholarships and grants application round budgeted and administered in required timeframes. 	<ul style="list-style-type: none"> - Deliver impact reports after each fundraising campaign and an annual gratitude report by Q4 each year. - Develop and implement a Monitoring, Evaluation and Learning framework by Q2 2026 to support data-driven storytelling and strategic learning. - Publish the Foundation's first annual impact report by Q4 2026. - Provide annual updates to 100% of engaged living scholarship and grant donors. 	<ul style="list-style-type: none"> - Reach a minimum of \$800,000 in donations annually (including bequests) with aim to increase to \$1,000,000 by 2027. - Secure at least one major corporate partnership or donation per year. - Deliver three major fundraising campaigns per year. - Host one major fundraising event per years - Increase number of individual donors to 800 per year. 	<ul style="list-style-type: none"> - Increase fundraising and marketing capabilities through use of internal staff or external resources - Gain knowledge and fundraising techniques through attendance of relevant courses or programs. - Scholarships and Grants team provided with necessary training each year including website content abilities. 	<ul style="list-style-type: none"> - Resolve 100% of donation portal issues within 5 business days. - Implement CRM and donor segmentation strategies by Q2 2026. - Launch a standalone or enhanced website/webpage by Q4 2026. - Social media posts uploaded weekly.

