

Strategic Plan 2014-17

East Timor Hearts Fund

October 2014

EAST TIMOR HEARTS FUND

Australians supporting a
healthy Timor-Leste

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Executive Summary

East Timor Hearts Fund (ETHF) is a community-based medical aid charity which provides life-saving heart surgery for young people in Timor-Leste (East Timor). Our dedicated team of volunteers, health professionals, supporters and sponsors are united by our Vision to achieve better health and healthcare services for young people from Timorese-Leste, supported by strong and mutually beneficial community partnerships between Timor-Leste and Australia.

Our first strategic plan sets out a bold new direction to grow and diversify the activities of the Fund over the next three years, increasing our impact on the health of young people from Timor-Leste. Importantly this plan will see the Fund focus on the development of in-country services, where our aim is to assist more patients more economically while helping to build capacity and capability in the Timor-Leste health system. To achieve this strategic direction we will work towards five objectives:

1. **Consolidate and expand our services.** We will help more young people from Timor-Leste by establishing a range of in-country heart health services, while we continue to operate our existing program of cardiac surgery in Australia.
2. **Build local health system capacity.** We will improve cardiology services in Timor-Leste by establishing an education program and improving access to essential health system resources.
3. **Strengthen partnerships and collaboration.** We will formalise arrangements with our existing partners and forge new ones with key stakeholders in Australia and Timor-Leste.
4. **Increase and diversify our financial support.** We will increase community awareness of our work and explore new opportunities to further build the financial resources of the Fund.
5. **Develop the organisation.** We will invest in the development of people, organisational structures and resources that will enable us to help more young people from Timor-Leste.

Our strategic plan and its objectives build on the tremendous work of our volunteers, health professionals, supporters and sponsors since the informal establishment of the Fund in 2010, and as part of earlier work of its co-founder, Dr Noel Bayley. Continued support and enthusiasm from all the members of our team in Australia and Timor-Leste will be essential to the future success of our work to help young people with heart disease in Timor-Leste to live happy and health lives.

The specific actions that will enable achievement of these objectives are outlined in this document, together with the measures and outcomes by which we will monitor our progress.

East Timor Hearts Fund Strategic Plan 2014-17					
Our Vision: <i>Better health and healthcare services for East Timorese with heart disease</i>					
Our Purpose: <i>Best practice heart care for young East Timorese</i>					
Objectives	Consolidate and expand our services	Build local health system capacity	Strengthen partnerships and collaboration	Increase and diversify financial support	Develop the organisation
Actions	<ol style="list-style-type: none"> 1. Commence in-country surgery. 2. Continue bi-annual visits to Timor-Leste and expand surgical activity in Australia. 3. Diversify the referral pathway (e.g. regional clinics) and increase referrer sources in Timor-Leste. 4. Expand our services to support health promotion, early intervention and primary care initiatives. 	<ol style="list-style-type: none"> 1. Establish an Australian cardiology training position for an East Timorese medical practitioner. 2. Facilitate local health professional education programs and resources. 3. Explore opportunities to improve access to medical equipment, drugs and consumables. 	<ol style="list-style-type: none"> 1. Formalise partnerships with our existing partners in Australia and Timor-Leste. 2. Develop new partnerships with key Australian hospitals and health service providers. 3. Strengthen and expand relationships in Timor-Leste. 	<ol style="list-style-type: none"> 1. Increase awareness of the ETHF brand through a targeted marketing plan. 2. Establish multi-year funding agreements with major financial supporters. 3. Explore potential for new revenue sources including philanthropic support, bequests, and government grants. 	<ol style="list-style-type: none"> 1. Analyse medical/non-medical skills/ succession planning needs, and recruit additional cardiologists to the ETHF clinical team by 2017. 2. Establish an ETHF staff position to lead implementation of the strategy and identify an initial funding stream (ideally non-donor) to support this. 3. Build an evidence base to support the efficacy of our services. 4. Develop a robust organisational governance framework.
Measures	<ul style="list-style-type: none"> • Provide cardiac surgery for 15-20 patients in East Timor biannually from 2015. • Provide cardiac surgery/treatment for 10-20 patients in Australia each year. • Conduct at least one clinic outside Dili annually. • Establish non-surgical initiative(s) from 2015. 	<ul style="list-style-type: none"> • Partner with an Australian health hospital to establish a cardiology training position from 2015. • Commence a local cardiology education program from 2016. • Complete a feasibility study into prophylactic medication treatment program in 2015. 	<ul style="list-style-type: none"> • Formalise agreements with National Hospital/Ministry of Health in Timor-Leste. • Expanded network of service partners in Australia and East Timor. • Establish a new partnership with a major tertiary hospital by 2017. Conduct a regular calendar of visits to Timor-Leste to further develop relationships. 	<ul style="list-style-type: none"> • Develop and implement a marketing plan. • Grow revenue. • Establish development committee and recruit a well-known patron by 2015. 	<ul style="list-style-type: none"> • Complete skills audit in 2014. Recruit medical and non-medical expertise including 2-3 cardiologists by 2017. • Appoint inaugural CEO/ED. • Complete social return on investment study by July 2015. • Establish governance and policy and procedures framework by July 2015.

East Timor Hearts Fund

East Timor Hearts Fund (ETHF) is a community-based medical aid charity that provides life-saving heart surgery for young East Timorese. Our dedicated team of volunteers, health professionals, supporters and sponsors donate their time, skills and resources to improve the health of young people in Timor-Leste.

Our Vision

“Better health and healthcare services for East Timorese with heart disease.”

Our purpose

“Best practice heart care for young East Timorese.”

Our values

Respect Compassion Integrity Optimism Collaboration

Respect

We value and respect the people, values and culture of our friends Timor-Leste.

We value the inherent dignity, uniqueness and equality of all people, regardless of their circumstances.

We support and listen to each person and their family members.

Compassion

We understand our responsibility to care for our patients with justice and compassion.

We care about the needs of others and seek to understand their life and spiritual journey.

We seek to redress unequal access to health care, and the social and economic harm this causes to our friends in Timor-Leste.

Integrity

We are professional, open and ethical. We stand up for what we believe and challenge behaviour that is contrary to our values.

We are accountable for our actions and outcomes to patients and their families, as well as to those who fund, govern and support us. We measure the impact of our work so that we use our scarce resources prudently.

We value consistency between word and deed.

Optimism

We create possibilities by being enthusiastic and positive about what we do.

We are knowledgeable, agile, innovative, thriving on partnerships that create positive change.

We ensure that our services remain contemporary, creative, responsive and effective.

Collaboration

We work in partnership with our friends in Timor-Leste, respecting culture and values and supporting self-sufficiency.

We value the support of our volunteers, donors and corporate partners and achieve results by bringing people together to work toward shared goals.

We seek to develop internal and external partnerships and ways to collaborate inside and outside Timor-Leste, for the benefit of the community we serve.

Our history

East Timor Hearts Fund was informally established in 2010 and incorporated as a company limited by guarantee in August 2012. However our co-founder, cardiologist Noel Bayley, has been involved in providing medical care for the people of Timor-Leste for more than a decade. During that time he has assisted hundreds of young Timorese to come to Australia for life-saving surgical procedures they are unable to access in Timor-Leste.

Growing public awareness of this important work has prompted an overwhelming response from the community and the Australian healthcare industry over the past four years, which enabled the establishment of the fund and rapid expansion of our work. The Fund now raises \$100,000 a year in donations and in-kind support to give at least five young people from Timor-Leste a second chance at life.

What we do

Young people from Timor-Leste do not have access to even the most basic cardiology services that we take for granted here in Australia. Many suffer life-threatening or limiting conditions that can readily be treated with the right clinical expertise and facilities. We work in partnership with the major non-government health provider in Timor-Leste, Bairo Pite Clinic in Dili. Bairo Pite Clinic's head physician, Dr Dan Murphy, and his team conduct initial assessments on prospective patients. Prospective patients are then screened for their suitability for treatment in Australia by our volunteer medical team when it conducts twice-yearly clinics in Timor-Leste.

For each young person accepted for surgery, we then coordinate a network of partners to provide treatment and support. This includes an Australian surgeon and clinical team, hospital facilities, transport, accommodation and support for the young person and their family throughout the journey. On return to Timor-Leste, we provide ongoing monitoring and care directly via our visiting volunteer medical team and through our partner Bairo Pite Clinic. We have helped more than 20 East Timorese patients in this way over the past four years.

We rely on the support of donors, sponsors and partners and volunteers. Our commitment is to strive always to achieve the greatest value from donor funds to deliver the best results for our patients.

The Fund in action – Jeca’s story

“Now I am hoping to do the things I used to do, like playing with my friends and going back to school. I would like to be a doctor one day. That is my dream!”

Jeca Pereira, 11, is now taking his first step toward that dream after his successful mitral balloon procedure in September 2014.



Jeca is the youngest patient assisted by East Timor Hearts Fund, and is believed to be the youngest person in Australia to have the mitral balloon procedure, which corrected his critical mitral stenosis.

Increasing pain, breathlessness and fatigue meant Jeca was unable to go to school or enjoy other normal childhood activities. MonashHeart Emeritus Director of Cardiology, Professor Richard Harper, who performed the procedure, said Jeca had perhaps six months to live without treatment.

East Timor Hearts Fund rallied Australian supporters to assist: Professor Harper and the medical team worked pro bono, MonashHeart and Monash Health donated their facilities and services and sponsor Toll Remote Logistics paid for airfares. Individual donors helped meet other expenses.

Afterwards, our patient support team organised some fun for Jeca and his mother, Marquita, who also travelled to Australia. This included a trip to the zoo, and Jeca's first ever train ride.

Before heading home to Timor-Leste, an emotional Marquita had a final message: "Dala Ida tan obrigada barak (once again thank you so much) for everything that ETHF and everyone involved have done for my son. My family and I will never be able to repay you."

Marquita, who has a food stall on the beach in Dili with her husband, also extended an invitation to all of our ETHF family: "I hope that you all come and visit me in Timor-Leste one day so that I can cook you all some corn free of charge as a way of saying thank you again for everything."



Our Strategic Plan 2014-17

Our first strategic plan sets a bold direction to expand our work and its impact on the health of young people from Timor-Leste over the next three years. The plan will see us grow the scale of our existing work in Australia, while also extending our activities into Timor-Leste and its health system. Realising our ambitions for growth will require new levels of financial support, a strong network of key partnerships across Australia and Timor-Leste and new organisational capabilities.

In the following pages we outline the objectives, actions and measures of success that will guide and enable our work over the next three years.

Objectives

We will pursue five strategic objectives, set out below.

Consolidate and expand our services	We will help more young people from Timor-Leste by partnering to offer in-country heart health services, while we continue to operate our existing program of cardiac surgery in Australia.
Build local health system capacity	We will improve cardiology services in Timor-Leste by establishing an education program and improving access to essential health system resources.
Strengthen partnerships and collaboration	We will formalise arrangements with our existing partners and forge new ones with key stakeholders in both Australia and Timor-Leste.
Increase and diversify financial support	We will increase community awareness of our work and explore new opportunities to further build the financial resources of the Fund.
Develop the organisation	We will invest in the development of people, organisational structures and resources that will enable us to help more young people from Timor-Leste.

Taking action to achieve the strategy

Our actions over the next three years will focus on achievement of the Fund’s five strategic objectives. In this section we outline these actions, and how we will measure our progress.

Consolidate and expand our services

<p>1. Commence in-country surgery</p>	<p>Broadening the focus of clinical activity to include visiting surgical missions to Timor-Leste will be a critical step in expanding our services. We will establish the facilities for annual or biannual visits by an ETHF surgical team. On each visit, the team will provide 15-20 young East Timorese with simple cardiac surgical procedures and post-operative care which would otherwise require a visit to Australia.</p>
<p>2. Continue bi-annual visits to Timor-Leste and expand surgical activity in Australia</p>	<p>In addition to in-country surgery in Timor-Leste we will continue and expand our current program of surgery in Australia. Using our network of healthcare partners and financial supporters, we will bring 10-20 young East Timorese to Australia for surgery each year.</p>
<p>3. Diversify the referral pathway (e.g. regional clinics) and increase referrer sources in Timor-Leste</p>	<p>Until now, the Fund has principally relied on referrals from Dr Dan Murphy at the Bairo Pite Clinic in Dili. Over the next three years we will raise awareness and establish referral arrangements with more organisations in Timor-Leste and aid organisations to give more young East Timorese access to care.</p>
<p>4. Expand our services to support health promotion, early intervention and primary care initiatives</p>	<p>We will explore opportunities to extend our work into other related areas of healthcare in Timor-Leste, focussing on factors leading to rheumatic heart disease. We will work with our partners in Timor-Leste and Australia to develop initiatives which that improve heart health in the community, potentially avoiding the need for surgical treatment.</p>

Measures of success:

- Provide cardiac surgery for 15-20 patients in East Timor biannually from 2015.
- Provide cardiac surgery/treatment for 10-20 patients in Australia each year.
- Conduct at least one clinic outside Dili annually.
- Establish non-surgical initiative(s) from 2015.

Build local health system capacity	
1. Establish an Australian cardiology training position for a medical practitioner from Timor-Leste	We will work with our Australian healthcare partners to provide doctors from Timor-Leste with the opportunity to receive basic cardiology training in Australia. A one-year training position will be established at an Australian health service.
2. Facilitate local health professional education programs and resources	During in-country visits, we will facilitate basic cardiology education programs and development of training resources for local health professionals to improve the standard of care available for young people in Timor-Leste. Education will extend the reach, impact and sustainability of our work.
3. Explore opportunities to improve access to medical equipment, drugs and consumables	Many heart health conditions seen in young people in Timor-Leste could be avoided or better managed locally with the right healthcare resources. We will collaborate with our Australian healthcare partners to bring these much-needed resources to Timor-Leste.
Measures of success: <ul style="list-style-type: none"> ➤ Partner with an Australian health hospital to establish a cardiology training position from 2015. ➤ Commence a local cardiology education program from 2016. ➤ Complete a feasibility study into prophylactic medication treatment program in 2015. 	

Strengthen partnerships and collaboration	
1. Formalise partnerships with our existing partners in Australia and Timor-Leste	As the scale and complexity of our services increases, it will be important to clearly articulate the roles and responsibilities of the fund and its partners. We will establish formal agreements with each of our key partners to enable us to plan for growth with confidence.
2. Develop new partnerships with key Australian hospitals and health service providers	A broader range of healthcare partners will provide a foundation to sustain our surgical program in Australia and build support for the introduction of in-country surgery. An extensive network of partners will provide a greater range of options for surgical care and reduce the risk of interruption to our services in the event of unavailability of facilities or clinical expertise.
3. Strengthen and expand local relationships	Our ability to introduce in-country surgery and expand into primary care will be dependent on fostering strong links with key stakeholders in government and the local health system. We will build on the strong support and positive relationships we have developed in Timor-Leste to date.
Measures of success: <ul style="list-style-type: none"> ➤ Formalise agreements with National Hospital/Ministry of Health in Timor-Leste. ➤ Expanded network of service partners in Australia and East Timor. ➤ Establish a new partnership with a major tertiary hospital by 2017. Conduct a regular calendar of visits to Timor-Leste to further develop relationships. 	

Increase and diversify financial support	
1. Increase awareness of the ETHF brand through a targeted marketing plan	We will raise the profile of the Fund in the community and among key audiences such as major donors through a marketing plan including a strong online presence, fundraising events and media coverage opportunities. Our marketing plan will drive fundraising support and raise community awareness of the health issues in Timor-Leste.
2. Establish multi-year funding agreements with major financial supporters	To plan the growth of our work with confidence will require the certainty of longer-term funding base. We will work with our key financial supporters to develop multi-year agreements which maximise the benefits for young people from Timor-Leste from every dollar contributed.
3. Explore potential for new revenue sources including philanthropic support, bequests, and government grants	The Fund has been fortunate to receive strong support from our corporate, healthcare and community partners. Over the next three years we will look to supplement these important sources of funding. We will seek out opportunities to share our work with the philanthropic community and identify grant funding opportunities through charitable trusts, bequests and government grant programs.
Measures of success: <ul style="list-style-type: none"> ➤ Develop and implement a marketing plan. ➤ Grow revenue. ➤ Establish development committee and recruit a well-known patron by 2015. 	

Develop the organisation	
1. Analyse medical/non-medical skills/succession planning needs, and recruit additional cardiologists to the ETHF clinical team by 2017	We will establish a team of cardiologists in Australia to provide the necessary clinical capacity to grow our program of work and establish a succession plan for the future. Three cardiologists will be recruited over the next three years.
2. Establish an ETHF staff position to lead implementation of the strategy and identify an initial funding stream (ideally non-donor) to support this	We will appoint the first ETHF CEO to begin the transition toward a more professional service model. This executive role will be responsible for general management of the Fund's operation, with a particular focus on implementation of the strategic plan and driving growth in fundraising.
3. Build an evidence base to support the efficacy of our services	We will engage a suitably qualified and experienced consultant to undertake a social return on investment study to assist in evaluating the efficacy of our work.
4. Develop a robust organisational governance framework	We will develop a more formal set of policies, procedures and position descriptions to govern the internal operation of ETHF and coordinate the activities of our partner organisations.

Develop the organisation

Measures of success:

- Complete skills audit in 2014. Recruit medical and non-medical expertise including 2-3 cardiologists by 2017.
- Appoint inaugural CEO/ED.
- Complete social return on investment study by July 2015.
- Establish governance and policy and procedures framework by July 2015.

Our supporters

This plan has been developed by the Board and volunteers of ETHF with generous support from Nous Group. The generous help of all of our supporters (including major partners below) will be essential for its success. We gratefully acknowledge their continued assistance.

