

Capacity Building and Organisational Development for Health NGOs in Queensland

> THE CONTEXT

Queensland Health ensures all Queenslanders have access to a range of public healthcare services aimed at achieving good health and well-being. To this end, Queensland Health supports a cohort of Non-Government Organisations (NGOs) to deliver a range of community health services including hospital outpatient and emergency services, community and mental health services, disease support, and aged care services. In 2014, following health sector reforms, the Queensland Government reallocated health resources, advising NGOs of a time-limit to the current funding support.

> THE BRIEF

Positive Solutions and BoardConnect were engaged to design and deliver a step-down strategy to assist 19 transitioning NGOs. We assembled a project team to deliver support and advisory services, comprising BoardConnect and Positive Solutions, McCullough Robertson Lawyers, Foresters Community Finance and expert consultants specialising in fundraising, non-profit and health sectors. In 2016, following the success of the transition strategies, Positive Solutions and BoardConnect were engaged to facilitate a further two years' support for the group, and to strengthen the capacity of each organisation through professional development for board members, senior management and staff.

> OUR APPROACH

We worked in a one-on-one capacity with all NGOs in the program, establishing their current strategic and financial position and identifying how they can strengthen their organisations to operate in an altered funding environment. The capacity-building program included customised advice and support in strategic planning, organisational development, legal and regulatory compliance, fundraising and philanthropy. We also facilitated a monthly program of workshops with topics determined by feedback from the organisations as well as by industry knowledge.

> THE RESULTS

During the four-year period over 19 NGOs were engaged in governance reviews, customised board training sessions, workshops, legal reviews and strategic planning sessions. Through our programs we helped to shape strategic thinking and provided support for organisations to implement recommendations and make sustainable strategic decisions. Our workshops assisted organisations to best understand the changing healthcare and funding environment as well as recognise the most appropriate financing for their organisation and how to best strengthen their fundraising. Our board training assisted organisations to build governance effectiveness.