

# 2023 Strategy





## Welcome to our 2023 Strategy

We are proud to introduce Cancer Care Centre's Strategic Plan – 2020-2023.

The plan provides a clear direction for Cancer Care Centre for the next three years. It describes the four strategic priorities, initiatives that we will pursue to achieve our vision of shaping the future of Cancer Care Centre and its members through exceptional services, discovery and learning.

The plan also identifies a number of core organisational capabilities that will develop Cancer Care Centre in its support and delivery of our strategy. Over the next few years, we will endeavour to build strong collaborations with members, community providers and government as we strive to provide better outcomes for our members by supporting them to be healthy and to navigate their own path towards healing. To support our members, we will strengthen our capabilities, our organisational engagement and leadership.

On behalf of Cancer Care Centre Board we would like to thank our staff, volunteers and partners for their contribution over the years and we know that ongoing engagement will be fundamental to delivering our plan, as we are committed to working together to realise our strategic objectives by 2023.



Susan Ross, Chairperson

## Our purpose

Supporting people to navigate their own path towards healing

## Our values

- H** Holistic
- O** Open
- P** Professional
- E** Ethical




## Our vision

To be the preferred support service for people affected by cancer

## Our mission





We deliver effective cancer support services that provide people with help, understanding and empowerment

## Our goals

			
Membership growth	Surplus funds	Service delivery online	Volunteer increase
<b>+15%</b>	<b>5%</b>	<b>5%</b>	<b>+6%</b>

## Our strategic priorities

Our strategic priorities outline the key activities we are committing to over the next few years, to achieve our goals as an organisation.

 <b>A centre of choice</b> Increasing the use of our services and our members	 <b>Financially secure</b> Strengthening our financial position	 <b>Diverse service delivery</b> Delivering services that meet the need of the wider community	 <b>Building a capable team</b> Ensuring we have all the resources and skills to deliver for our clients
Building a community that is well known, welcoming and encourages participation	Effective use of existing assets to increase interest income	Balance of on-line and in-person services with 5% minimum of services offered virtually.	Recruitment of resource, skills and knowledge through dedicated campaigns
Listening to the voice of our members and creating a diverse range of services that suit their unique needs	5% surplus of funds to be reinvested into the Centre each year	Expanded reach, including rural	Structured on-boarding of all volunteers to create alignment of vision and values
Maintain a referral network of aligned organisations that consider the Cancer Care Centre as their preferred provider	Diversify our funding sources through events, grants, donations and other sources	Increase member diversity through effective partnering and expanded promotion of the Centre	Professional development to build the knowledge and skills of volunteers
		Partner with aligned organisations to deliver a broader range of services	6% increase in volunteers supporting the Centre

# Centre of choice



## What

To be the centre of choice will see us both increase our membership and also the use of our services for members and non-members alike.

The increase in people choosing The Cancer Care Centre will be supported by an increase in the performance rating provided to us by our members in our regular feedback surveys.

## How

Support and resource successful implementation of initiatives outlined in the marketing plan.

Increase the promotion of the Centre with the creation of a development plan to build relationships with aligned organisations, expand the list of referrers and train and provided presenters to community organisations.

Complete membership project to build a comprehensive understanding of the needs of members and how best to structure membership benefits.

Leverage new opportunities from location move.

Maintain secure and affordable premises.

FOCUS AREA	ACTIONS
Increase membership	<ul style="list-style-type: none"> <li>• Implement the marketing plan that initiates activities to increase funding while positively impacting the Cancer Care Centre brand, public awareness of services and increase of membership</li> <li>• Complete membership review using insights to design improvements to the program that provide appropriately priced additional value to members</li> <li>• Undertake renewal retention program to collect and use member information and feedback to increase member retention</li> </ul>
Increase use of services	<ul style="list-style-type: none"> <li>• Use and collect information to understand demand for services</li> <li>• Leverage move to new location by promoting to other local medical services and increase exposure with promotions</li> <li>• Create and implement a development plan to identify and maximise opportunities to promote Cancer Care Centre to aligned organisations</li> </ul>
Increase member satisfaction	<ul style="list-style-type: none"> <li>• Measure member satisfaction</li> <li>• Report on the voice of the member</li> <li>• Use member insights for future service improvement</li> </ul>

## Measures of success

**+15%**

New members  
Year Over Year

**+10%**

Increase in  
use of services

**10%**

Increase in  
member services

# Financially secure



## What

Through a combination of maximising the benefits from existing resources and creating new and diverse sources of additional revenue the Cancer Care Centre will build a strong financial position.

This will provide the community with the security of a stable centre and increased investment back into services and support.

## How

Create a finance subcommittee to make informed recommendations to the board.

Maximise returns from existing funds while maintaining the security.

Create strategies and provide resourcing for non-service streams of income including, philanthropy, grants and bequests.

FOCUS AREA	ACTIONS
Effective use of existing assets	<ul style="list-style-type: none"> <li>• Utilise finance subcommittee to make ongoing recommendations to the board for alternate investment portfolio mix</li> <li>• Review viability of purchasing a property for ongoing security and subletting opportunity</li> </ul>
Increase alternate revenue streams	<ul style="list-style-type: none"> <li>• Partner with other providers to increase range of services and fully utilise facilities</li> <li>• Identify and maximise opportunity to provide fee paying services for aligned organisations</li> <li>• Promote opportunity for members to contribute to the centre through bequests</li> </ul>
Increase fund raising by 10% Year on Year	<ul style="list-style-type: none"> <li>• Maximise alternate revenue streams</li> <li>• Identify, pursue and secure aligned grants and connect with philanthropic organisations</li> <li>• Successfully fund raise at events as outlined in marketing plan</li> </ul>

## Measures of success

**5%**

Surplus  
each year

**+ 10%**

Increase in  
fund raising

**+ 20%**

Funds from  
alternate streams

# Diverse service delivery



## What

Through offering services in a range of mediums and also a broader range of services, we will have a centre that has an increased range of appeal to all people that are affected by a cancer diagnosis.

Offering a mix of both online and in-person, will make us more accessible to people from a wider geographic area.

Further expanding to provide services that are designed for a culturally diverse community.

## How

Present the Cancer Care Centre as diverse and welcoming by using a range of imagery and language.

Seek volunteers from diverse backgrounds and partner or leverage services with a diverse range of contacts. Identify and cost the personnel and resource infrastructure including HR and equipment.

Identify and then cost upgrades required to fulfil requirements.

FOCUS AREA	ACTIONS
Resource infrastructure	<ul style="list-style-type: none"> <li>Understand resourcing requirements for initiatives and prioritise funding within budget to achieve targeted outcomes</li> </ul>
Diverse presentation	<ul style="list-style-type: none"> <li>Demonstrate commitment to inclusion with statement of inclusion to be shared within the community</li> <li>Use diverse images when promoting Cancer Care Centre</li> <li>Leverage marketing plan to establish a profile and platform that removes the exposure to risk of CCC's critical dependence on remaining in a specific geographic location</li> </ul>
Delivering diversity	<ul style="list-style-type: none"> <li>Align with organisations to partner with to share resources such as migrant service centres to provide services to CALD community</li> </ul>

## Measures of success

5%

Mix of services

100%

Rural reach

>5%

Client diversity

# Build a capable team



## What

Provide mutually beneficial volunteering opportunities and ongoing personal development to attract and build a dedicated knowledgeable team to ensure we have the right people with the right knowledge to fulfil on our client promise.

## How

Create and deliver a quality on boarding program so all volunteers understand the objectives of the Cancer Care Centre and how their contribution makes a difference to the community.

Create a skills matrix to understand the current People Resource.

Source and deliver relevant opportunities for learning for the team.

FOCUS AREA	ACTIONS
Resource effectively	<ul style="list-style-type: none"><li>• Utilise matrix to capture skills and availability of volunteers to identify skill gaps and new volunteering opportunities</li></ul>
Develop our people	<ul style="list-style-type: none"><li>• On board new volunteers to ensure alignment of values and understanding of goals and aims of Cancer Care Centre.</li><li>• Provide quality targeted personal development opportunities for our volunteers and team members to ensure they are building their capability and continually providing quality member experiences</li></ul>

## Measures of success

**+6%**

Increase in  
volunteer  
numbers

**+10%**

Increase in  
volunteers  
completing  
professional  
development

**10%**

Increase  
in member  
services





For any feedback or questions please contact us:

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