

The Cancer Foundation of Northeast Georgia

2022 Strategic and Tactical Plan

Mission: To alleviate the financial burden of cancer for eligible patients.

Goal I: Patient Services

The Cancer Foundation seeks to help alleviate the financial burden of cancer for low-income patients in our northeast Georgia service area struggling with the high cost of cancer treatment. In everything we do, we will respect the honor and dignity of each patient as an individual and the time and expertise of the professionals who refer to us.

Objective 1: Help alleviate the financial burden of cancer for eligible patients through TCF's Financial Assistance Program

1A FAP Patient and Dollar Totals: Work toward a goal of serving all cancer patients who qualify with a target of approximately **700** patients served with a target of **\$450,000** in assistance dollars overall.

1B High Impact/High Efficiency: Track key indicators to encourage patients to utilize their assistance in full. Monitor transactions per patient with a target of **3** on average; encourage a utilization rate (total assistance provided / number of patients served as a percentage of \$750.00) of 90% by end of the year; aim to execute creditor payments on behalf of patients within 2 business days of completed application; communicate clearly in writing to patients about how we intervened with written reports including balance remaining information.

1C Stress Reduction Assessment: Conduct representative patient survey on patient financial stress level both before and after assistance. Goal is 90% or more report decrease bill-specific stress reduction.

Objective 2: Design and implement a "Patient Pantry" program to supplement the unique nutritional needs of low-income cancer patients.

2A Assess Needs: Meet with clinical advisors, patients, and others to identify needs/obstacles for cancer patients with limited resources regarding nutritional recommendations by their oncology team.

2B Design Pantry Program: Work with Patient Services Committee to determine realistic options for 2022 with a goal of reaching 100 eligible patients with a budget of \$5,000 to positively impact their nutritional goals.

Goal II: Fundraising and Awareness

The Cancer Foundation will build a donor-focused giving program to meet or exceed the needs of cancer patients by fully funding our various intervention programs. TCF will provide well executed opportunities for philanthropy and volunteerism for those seeking ways to serve those touched by cancer. TCF will respect the investment of our donors and volunteers by recognizing that their contributions make all that we do possible.

Objective 4: Conduct an annual giving campaign that generates \$ 750,000 total as follows.

4A Donations: With support from the Fundraising Committee, execute giving appeals to garner unrestricted support for TCF among individuals, businesses, and community organizations with a goal of \$435,000 in support. Steward donors with outstanding pledge balances as well as LYBUNTs of \$750 or more. Secure a current year gift from each with an **80%** retention rate among these top donors. Grow this donor pool by 20 %.

4B Grants: Execute grant requests to meet a budgeted target of \$100,000 in grant support.

4C Fundraising Activities: With volunteer leadership, host fundraising events that increase awareness of TCF generally and produce \$215,000 in gross income. Spend no more than \$31,000 in fundraising costs. As of January 2022, TCF hopes to host a successful Race 2 Beat Cancer 5K/10K and possibly other events as conditions allow. Monitor overall cost to raise a dollar for fundraising activities with a goal of **\$.50 or less**.

Objective 5: TCF seeks to gain awareness as a primary resource for financial support, compassion and understanding for cancer patients.

5A: While so many have faced cancer in our community, that experience differs greatly from person to person depending on a number of factors. The Cancer Foundation will increase mutual understanding and build relationships among our patients, donors, referring professionals/providers, volunteers, and other constituents. Using a variety of platforms, both digital and real world, TCF seeks to break down barriers and stereotypes while increasing engagement between people of all walks of life facing cancer.

5B: Promote 2022's theme *Celebrate, Support, Remember*: Produce and distribute 3 quarterly newsletters and an annual impact report; Maintain an up-to-date website that meets the needs of patients, referring professionals, donors, volunteers and the public; Create a vibrant social media presence that promotes TCF among various audiences.

Goal III: Organizational Performance

The Cancer Foundation will develop programs, leadership, staffing, facilities, and resources to support the immediate and long-term growth of the organization.

Objective 6: Review TCF Programs as the means to achieving our mission

6A Patients' Point of View: Ground our work in the experience of the patients we seek to serve. Listen to their stories, seek their feedback, and monitor key indicators for future use in policy making and grant reporting: income level, county of residence, assistance needs, and cancer type. Using these and other sources, identify program challenges and opportunities annually for review by the Patient Services Committee of the Board.

6B Strengthen Referring Professional Network: Steward our Referring Providers outside of daily program interactions. Continue to exchange perspectives on the patients we seek to serve. Seek their feedback formally via survey; share with Patient Services Committee.

Objective 7: Maintain Innovative People Leadership

7A Nurture a strong Board of Directors. Staff will orient and support board members in serving TCF by providing clear volunteer job descriptions with their role and responsibilities as a board and committee member. Establish committee charge documents and chairs/facilitators per bylaw requirements to include Executive Committee, Fundraising, Finance & Investment, Patient Services, Board Development. Host meetings of the Board, Committees, and an Annual Planning Session to determine future goals and objectives. Provide oversight of the Strategic and Tactical Plan for 2022 and participate in the development of the plan for 2023.

7B Hire and support Executive Director: In keeping with the TCF Bylaws, the Board will secure executive leadership for TCF. The Board will approve this Annual Strategic Plan, Budget, and Calendar for implementation by the Executive Director. The ED will develop a highly competent core staff to successfully implement TCF's Strategic Plan. The ED shall develop individual staff accountabilities in the form of job descriptions and provide individualized evaluation and feedback opportunities at least twice annually.

7C Volunteer Engagement: Volunteers will be sought for appropriate projects and duties that extend the reach of TCF with the support of staff contacts.

Objective 8: Provide Necessary Facilities, Technology, and Risk Management

8A Facilities: Steward various relationships with our current facilities provider to provide staff with appropriate workspace and program resources. Review space needs with Executive Board in advance of the 2023 budget process.

8B Data Management: Keep technology costs and benefits top of mind; make recommendations on each system utilized to keep or make a change by June 1, 2022 in advance of service contract renewals.

8C Risk Management: TCF shall conduct an annual review of appropriate insurance needs and will hold Directors & Officers, Crime & Fraud, and Workers' Compensation policies sufficient to protect the assets of the organization and the individuals involved in its programs as patients, volunteers, and staff.