



## **Cancer Support Community California Central Coast Strategic Plan 2021**

***“So that no one faces cancer alone”***

### **Mission**

To ensure that all people touched by cancer are empowered by knowledge, strengthened by action and sustained by community.

### **Vision**

Cancer Support Community is committed to defining and implementing high quality cancer care and support - and to improve each patient’s quality of life. Current and relevant, evidence-based information drives the programming and psycho-social support that we offer to all those touched by cancer: patient, family and caregiver.

### **Strategic Plan Jan. 2021 – Dec. 2021**

#### ***Priority 1: Increase Community Awareness***

Build community awareness so that CSC-CCC is commonly known and understood by the general public. Increased community awareness can lead to increased financial support, referrals, volunteers and opportunities for partnership.

- Ideal State/Goal: *“People will know us”*
- Resources we already have (Strengths): radio, advertising, group presentations, events
- Resources we need to reach our Ideal State (Weaknesses/Opportunities): more social media (monthly), money, contacts, more relationships with organizations and people who can support growth, marketing professional expertise, and outreach volunteers
- Potential Environmental Challenges (Threats): May be more difficult than anticipated to recruit appropriate volunteer help. Barriers to outreach: cost, access to referral sources, staff time

## Initial Action Plan

<b>Increase Community Awareness</b>				
<b>Responsible</b>	ED, DD, PD, Board			
<b>Support</b>	Board, Staff, Volunteers, Vendors			
<b>Inform</b>	SLO County and Community at large			
Goal	Action Steps	Desired Results	Expected Completion Date	Responsible Party
Goal 1:	<b>Educate the public about CSC Goals and Mission</b>			
	Use annual report and branded materials as a vehicle for educating the general public, previous patients and families, etc. about the need for continued support. Utilize multiple touch points, including distribution to initial mailing list, distribution to estate planning attorneys, and distribution at all CSC events.	200 delivered mailed for appeal	All presentations and events, Annual appeal – by Dec	ALL
Goal 2:	<b>Increase Educational Messaging</b>			
	Educate the general community and potential givers about local support needed to keep CSC going (volunteering, giving, ambassadors, etc.)			ALL
	Action step 2a: Create a "speakers bureau" - a group of board members, volunteers and staff who can all feasibly be trained and deliver a presentation at a community club, senior center, etc.	5 speakers	ON HOLD	ALL
	Action Step 2b: Plan and train the recruited "speakers bureau" volunteers		ON HOLD	ED, PD, DD
	Action Step 2c: Connect with supporters to strategically booking speaking engagements in the community	1 virtual presentation		ED, DD
	Action Step 2d: Foster the Professional Advisory Committee to expand reach of message – connect to PAC quarterly and split into advisors / bankers and medical	1 eblast or virtual connection	1 by Dec	ED, DD, Board
Goal 3:	<b>Increase Marketing &amp; Social Media</b>			
	Use marketing opportunities to generate wider community awareness.			ED, DD, BOD, PD
	Action Step 3a: Utilize and maximize radio spots, parades, concerts in the park, health fairs, chamber mixers, etc. to expand brand awareness. *when safe to do so	*6 per year	hospital presentations, 1 key note, 1 parade, 1 baseball game or concert, 3 radio spots	ED, PD, DD, BOD
	Action Step 3b: Increase social media program marketing with weekly social media updates	Weekly posts		ED, PD, DD
	Action Step 3c: Create and distribute educational videos	4 per year	Quarterly	PD
Goal 4:	<b>Expand staff role to support community outreach and marketing and event volunteer recruitment</b>			ED, PC
	Action Step 4a: Hire support staff with greater availability		ON HOLD	ED

**Priority 2: Increase Funding**

Diversify the sources of sustainable income to increase the portion of funds coming from new and diverse donors.

- Ideal State/Goal: “A strategic, long-term plan that includes diverse income and diverse donors (change the income ratio)”
- Resources we already have (Strengths): successful events, strong programs
- Resources we need to reach our Ideal State (Weakness/Opportunities): Planned giving, matching programs, 500 club, additional donor touches, donor recognition
- Potential Environmental Challenges (Threats): Acquiring expert advice about how to diversify funding streams may require financial investment, economic downturn, donor fatigue.

**Initial Action Plan**

<b>Increase Funding</b>				
<b>Responsible</b>	ALL			
<b>Support</b>	Staff, Volunteers, Partners			
<b>Inform</b>	General Public, Donors			
Goal	Action Steps	Desired Results	Expected Completion Date	Responsible
Goal 1:	<b>Diversify Funding</b>			ED, DD
	Action Step 1a: Research and education around how to build a more diverse, sustainable income stream and report back to a Fund Development Committee - update: grants, long-term giving, work-place giving.			
	Action Step 1b: Enroll staff member in training to support long-term gift cultivation	Take a course		ED, DD
Goal 2:	<b>Create a Fund Development Committee</b>			
	Action Step: Recruit/populate a Fund Development Committee responsible specifically for this task (not just events, etc.)	Board members + a few volunteers		ED, DD
Goal 3:	<b>Connect with Community Foundation</b>	Explore relationship		ED, BOD, DD
Goal 4:	<b>Increase program funds through grants to support program expansion.</b>			
	Action Step 4a. Get staff training on writing successful grant proposals	Take a course		ED, DD
	Action Step 4b. Secure at least one major grant (over \$10,000) in 2018	1 annual substantial grant		ED, DD
Goal 5:	Create large donor database as recommended by CSCHQ and take classes to court them properly.	4 new major sponsors, 1 new major gift		ED, DD, Fund Committee

**Priority 3: Program Infrastructure & Collaboration with Outside Partners for Program Support**

- Ideal State/Goal: “Explore additional service delivery capacity and avenues, patient navigation, additional counselors and/or interns, support groups and ancillary services”
- Resources we already have (Strengths): funding, great staff, community resources
- Resources we need to reach our Ideal State (Weaknesses/Opportunities): Need more human capital.
- Potential Environmental Challenges (Threats): May be more difficult than anticipated to recruit skilled volunteer help. Organizational partnerships might be more difficult to develop than anticipated. Need new connections

**Initial Action Plan**

<b>Program Infrastructure &amp; Collaboration with Outside Program Partners</b>				
<b>Responsible</b>	ED, PD, DD			
<b>Support</b>	Staff, Board			
<b>Inform</b>	Provider Partners, community connections and resources			
Goal	Action Steps	Desired Results	Expected Completion Date	Responsible
Goal 1:	<b>Maximize staff and program volunteer time with current resources and skills</b>			
	Action Steps: Explore program structure, roles, responsibilities, and considering where more resources would be most helpful.			ED, PD, DD
Goal 2:	<b>Increase Community Collaboration</b>			
	Action Step 2a: Explore potential partnerships for capacity building: Ameri-corps, CHC, Tenet, Hearst, Community Foundation (bi-annual)	Find viable connections		ED, PD
	Action Step 2b: Outreach expansion to collaborate for mental health with Community Foundation	Grant funded		ED, PD
	Action Step 2c: Refer to / collaborate with dietitians for Nutritional Support	1 educational presentation, and referral of patients		PD
	Action Step 2d: Collaboration with oncology Social Worker, Physicians, patient counselor	2 educations per year		PD
	Action Step 2e: Collaboration with Wilshire Community Services and CCHH to expand programming	2 educations per year		PD
	Action Step 2f: Update Community Resource binder and e-binder to support collaboration ideas and expansion of collaborative services for participants			PD
	Action Step 2g: Update programs and resources, including website to focus on virtual resources			PD

Goal 3:	<b>Increase Medical Incoming Professional Referrals</b>			PD, ED
	Action Step 3a. Partner with more medical practices and increase physician awareness of services	Presentations and outreach		PD
	Action Step 3b. Reach for more referrals from diverse professionals ie. Psychologists, counselors, attorneys, diagnostic centers	Outreach	ON HOLD	PD
	Action Step 3c. Increase referrals incoming referrals for virtual services	2 new referral sources quarterly		PD

#### Priority 4: Program Maintenance

Maintain and expand the programs and structure of patient support

- Ideal State/Goal:
- Resources we already have (Strengths): funding, great staff, community resources
- Resources we need to reach our Ideal State (Weaknesses/Opportunities): Need more human capital, insight and ideas
- Potential Environmental Challenges (Threats): difficult personalities, challenges beyond our scope, staff time or knowledge base

#### Initial Action Plan

Program Maintenance and Expansion				
<b>Responsible</b>	PD			
<b>Support</b>	ED, PC, Admin			
<b>Inform</b>	Provider Partners, community connections and resources, Board			
Goal	Action Steps	Desired Results	Expected Completion Date	Responsible
Goal 1:	<b>Program Development</b>			
	Action Step 1a: Provide short-term individual counseling services for patients and families in person or on-line through Zoom			PD and counseling staff
	Action Step 1b: Sustain variety in support groups and evaluate and adapt each group when needed			PD
	Action Step 1c: Offer a variety of social and wellness programs like: Art, music and pet therapy – virtual as needed	At least 6 annually		PD
	Action Step 1d: Latino Program / Group – support the growth and education of this group	Offer 2 educations annually in Spanish		PD

	Action Step 1e: Refer participants to outside resources like: nutrition, health insurance, counseling beyond our scope		On-going	PD
	Action Step 1f: Plan and recruit speakers to provide monthly education on a variety of appropriate topics		On-going	PD, ED
	Action Step 1g: Support children and families affected by cancer through education and social events – virtually as needed	2 per year		PD
	Action Step 1h: Promote and select recipient for scholarships for families affected by cancer, seeking higher education	Select 3 recipients per year		PD, ED
	Action Step 1i: Explore program expansion as recommended by CSCHQ like: Cancer Transitions Programs and Open to Options from CSCHQ			PD
Goal 2	<b>Do an annual assessment / statistics</b>	Annually		
	2a. Assess program attendees to find grassroots ways to grow that support our own participant's needs			PD, admin
	2b. Complete statistics for CSC-CCC and CSCHQ reporting in a timely fashion	Quarterly		PD, admin

#### Priority 5: Expand programs - next level

- School Outreach – on hold due to COVID
- Collaborate with large organization outside our area to bring in new ideas, ie national speakers, comedians, experts or thought leaders

### **Strategic Plan Sustainability and Maintenance**

The action planning committee will meet quarterly to review and celebrate progress toward goals, revise action steps as needed, and set new action steps to continue progress toward goals.