

**FORCE strategic vision 2019-2022**

***ensuring the best possible  
local support for people  
affected by cancer***



Registered Charity No. 1140676





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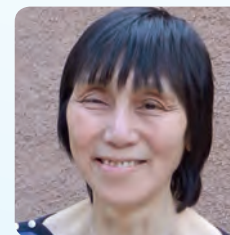
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# foreword



Patron: Mr Martin Cooper



Chairman: Dr Anne Hong



CEO: Meriel Fishwick

Last year FORCE Cancer Charity celebrated its 30th birthday and three decades of commitment to local cancer services. Since the introduction of our last strategic plan in 2015, we have seen significant growth in the number of people accessing our services – especially those seeking emotional and psychological support. We are also seeing a greater number of clients with complex unmet needs.

The growth in demand has been managed by increasing staffing levels and improving access to support by setting up two new projects, FORCE@ Tiverton and FORCE@ Okehampton. Core support services and chemotherapy are now offered at both these locations one day a week thanks to significant legacy income. FORCE has facilitated this chemotherapy treatment by funding two full time chemotherapy nurses for a period of three years initially. The treatment is delivered by the RD&E Hospital and there are plans in the next year to set up a third FORCE@ location in East Devon, to include chemotherapy.

It has been a period of strong financial growth, putting the Charity in a secure position to plan for the next three years. However, there is no room for complacency as the scope of our services, and therefore our commitments, have risen significantly and there is no evidence that the number of people needing our services is likely to reduce.

***One of our greatest strengths is the experience we have gained over the last 30 years. We have gathered a wealth of knowledge and understanding relating to the practical and emotional needs of people affected by cancer, and worked hard to ensure FORCE services are integrated within clinical pathways.***

FORCE is now a medium sized local charity but we still place great importance on being responsive and flexible and tailoring support to meet the individual needs of our clients.

We have identified the challenges we know we will face over the next three years but it's less easy to define the impact of Brexit and ongoing changes in health and social care. Our approach, as always, will be cautious but optimistic.

## THE DEVELOPMENT OF THIS PLAN HAS INVOLVED:

- A Board review of our previous plan
- A survey / questionnaire agreed by the Board and completed by staff and volunteers
- A working group (subcommittee of Trustees and senior staff)
- A presentation of key strategic questions to staff, volunteers and the board by the subcommittee
- Outcome of consultation considered by the Board at a Trustees planning day in November 2017
- Consultation with users underway as part of evaluation project which will feed into year 2 of this plan
- Departmental planning meetings to prepare detailed plans
- Draft strategy developed by subcommittee for approval by the board May 2018



**“Do you still have your red sofa in the entrance / waiting area of the Force centre? I’ve been meaning to write to you for over 5 years to say THANK YOU.**

“My husband bravely battled cancer in 2011 and was admitted for a long stay in Yarty ward when he contracted an infection in the middle of his chemotherapy. He went on to get better and was released from isolation. We got the go ahead to go for a walk around the hospital grounds and we walked (slowly) over to the Force centre. We were greeted with a warm welcome, and given a hot drink.

After not being able to properly sit next to each other for what seemed like forever, stuck with uncomfortable hospital chairs and beds, we sat side by side on that red sofa, holding hands, and drinking tea. It was like a little sanctuary. Thanks Force! It’s the little things that matter :)

“I’m glad to update that he’s fully in remission and fighting fit. And when our two miracle babies are tucked up in bed, we still sit together on the sofa, holding hands.”

*Service user*



# what we stand for

## ***Our vision is:***

To ensure the best possible local support and care for people affected by cancer.

## ***Working towards our vision we plan to:***

**ENSURE** a range of personalised support is available for anyone affected by cancer in Devon.

**ENCOURAGE** people living with cancer to develop skills to help manage their situation.

**REACH** more people needing support and advice.

**SUPPORT** innovation in improving cancer services.

**INVEST** in relevant research within the University of Exeter Medical School.

**PROVIDE** where funds permit, “state of the art” equipment to improve cancer diagnosis, treatment and care.

**DEVELOP** a strong infrastructure focussing on income generation and governance to ensure a sustainable future for FORCE services.

## ***Our values define who we are and the way we work:***

### **PROFESSIONAL**

We are experts in our field; designing and delivering high quality services with insight and integrity.

### **COMPASSIONATE**

We are inclusive and intend to meet everyone with respect, putting the needs of our beneficiaries at the forefront of all we do.

### **RESPONSIVE**

We have the skills and flexibility to react to change and our face to face services are designed to meet the individual needs of our clients in a timely way.

### **EMPOWERING**

We actively promote learning and development amongst our staff and volunteers and help people to find ways to cope with the changes and difficulties a cancer diagnosis can bring.

### **INNOVATIVE**

We are pioneers in cancer support and build on our experience to find new ways to support people in a rapidly changing environment. Our investment in research and equipment is focussed on bringing new and better treatment to people in Devon.

### **COLLABORATIVE**

We work collaboratively to learn from others and share our knowledge, enhancing the range and quality of services available to those affected by cancer.

# *the wider world of cancer*

## NATIONAL CONTEXT

The prevalence of cancer is increasing year on year; according to Cancer Research UK every two minutes someone in England will be told they have cancer. Half of people born since 1960 will be diagnosed with cancer in their lifetime, with that proportion continuing to rise.

The good news is that cancer survival is at its highest ever, with significant improvements in the last 15 years. More than half of people receiving a cancer diagnosis will now live 10 years or more.

The national spend on cancer care in 2013/14 was £6.7bn (National Audit Office, 2015) growing to an anticipated £13bn by 2020/21.

In recognition of the growing incidence and changing landscape of cancer care, in 2015 NHS England launched the national cancer strategy, 'Achieving World Class Cancer Outcomes'. The strategy focuses on the outcomes which matter most to patients and society. This is not only about improving survival, but ensuring reduction in cancer rates by preventing avoidable cancers, improving patients experience and quality of life.

Ref: Cancer Taskforce Recommendations: Commissioning Person Centred Care for People Affected by Cancer The Whole Person, Whole Pathway Approach.



Every two minutes someone in England will be told they have cancer



Half of people born since 1960 will be diagnosed with cancer in their lifetime



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The national spend on cancer care in 2013/14 was £6.7bn growing to an anticipated £13bn by 2020/21

## LOCAL CONTEXT

The Royal Devon and Exeter NHS Foundation Trust (RD&E) diagnosed 3,948 cancers in 2016/17. It is worth noting this does not include all cancers treated but concentrates on those receiving their initial diagnosis at the RD&E. The Trust continues to be the largest treating hospital in the Southwest, and the highest recruiters into clinical trials in the Peninsula.

In 2012, nearly 30,000 patients were living locally with a cancer diagnosis; this is predicted to rise to 57,600 by 2030.

FORCE has a well established working relationship with the RD&E Hospital. Our Support Centre sits in the grounds of the Hospital enabling FORCE services to be an integrated part of clinical pathways. FORCE and the RD&E recognise the importance of a holistic approach to cancer care and have set up health and well being clinics which offer practical and emotional guidance to newly diagnosed patients. Some of the people we serve live in rurally dispersed communities and joint working has also improved access to support and information projects and chemotherapy treatment in Okehampton and Tiverton.



“We are delighted with the results of the survey which show the continued high level of confidence our patients have in the care, treatment and support they received. It is especially pleasing to have recognition for the support and information provided which has been a key area of development for us in recent years. Much of this has been achieved with the support of FORCE our amazing local cancer charity.”

*John Renninson, Director of Cancer Services, RD&E;  
re: cancer patient experience survey –  
RD&E in top 10 hospitals*



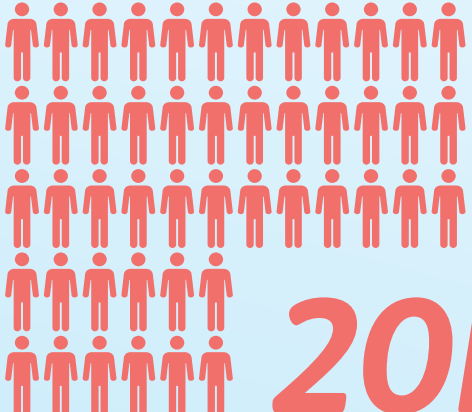
# 3,948

The Royal Devon and Exeter NHS  
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# 57,600

## 30,000

In 2012, nearly 30,000 patients  
were living locally with a cancer  
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rise to 57,600 by 2030



# 20k

More than 20,000 visits per year to the  
FORCE Cancer Support Centre in Exeter



My partner, and Daddy to our lovely little girl, was diagnosed with terminal brain cancer last year. I can honestly say this has been the most difficult, painful, heart wrenching, devastating year we have ever had.

Watching someone you love go through the pain Jay faces every day is horrendous and it's made worse by the fact that although he's being bought more time, the doctors say he is not going to get better.

The pain, heartache and sadness lives with us each day but we try our best to stay positive and get on with our lives the best we can.

***This has been made much easier for us with the tremendous support we have had from FORCE Cancer Charity. I can honestly say I don't know where we would be without them.***

I knew very little about the work they do before Jay was diagnosed. You never think anything like this is going to happen to your family, it always happens to someone else. I just knew it was a charity that supports people with cancer. However, it does so much more than that.

On a personal level FORCE has provided invaluable support for my family during a very difficult time. The centre in the grounds of the RD&E is a little haven in the heart of Exeter where we can just sit and have a cup of tea and if Olivia is with us, consume as many Oreos as she can possibly eat.

She loves the centre, she enjoys playing with the toys, colouring in and giggling with the lovely volunteers rather than sat in the hospital corridors whilst her Daddy had daily radiotherapy sessions.

After these gruelling sessions it's somewhere Jay would come to have a few moments after the intense, uncomfortable treatment, sit in the garden with a cuppa and listen to the birds. For me it's somewhere I've cried, laughed and been offered such an amazing level of support by wonderful staff who have made us feel like we are not alone.



# *why FORCE matters*

The impact of cancer is different for everyone. More than half of people receiving a cancer diagnosis will now live 10 years or more. We aim to make sure that we don't just help more people to live following a cancer diagnosis, but to live well.



## *impact of cancer*

*anxiety*

*loss of confidence  
and self esteem*

*work and  
financial pressure*

*family and  
relationships*

*loss of control*

*fatigue/lethargy*

*understanding  
treatment*

*loss of identity*

*fear of recurrence*



# *how FORCE helps*



## *local support and treatment*

"I am so happy that I was offered the opportunity to have my chemo at Tiverton with the latest FORCE Outreach project. The car park is quiet, no manic driving around looking for spaces and costs cheaper too!"

"Wonderful FORCE volunteers in a quiet peaceful waiting area always offering refreshments."

"I am in and out quickly, the psychological benefit of the service cannot really be conveyed to other people, the only way to describe it is that I don't feel like I have been for treatment and that is a huge bonus."

*relaxation and anxiety management*

*group support*

*benefits advice*

*health & well being clinics*



## *keeping active*

"The medics cured my cancer but I don't think I would be as relatively fit as I am without FORCE putting me on the right course"



## information and advice

"Thank you for information you gave me, I can relate to every word written... it has helped me enormously... I realise I'm actually doing ok."



## safe space

## family support

## supporting research and innovation

"This grant is not a large amount of money but it can help deliver significant benefits to patients in a far less invasive way."

Grant to set up gene testing for lung patients - £1500



## moving forward

## support & counselling

## complementary therapies

## look good feel better, body image, wigs

## bereavement support

## equipment



"We are delighted with the kit, which is brilliant. So far we have had at least three cases where we have identified lymph nodes in locations where we would never have seen them without Pinpoint."

Mike Hannemann -  
Pinpoint, £93,000



# milestones & landmarks in FORCE's history

1984

The **Home Oncology Programme Exeter (HOPE)** enables patients to receive chemotherapy in their own homes via an infusion pump. Exeter is one of three centres worldwide to develop this technique.

1986

The RD&E becomes the first hospital in the world to use an advanced type of **Selectron** radiotherapy machine.



1987

HOPE and Selectron funds merge to become **FORCE (Friends of the Oncology and Radiotherapy Centre Exeter)**, registered on May 27 with **Sir Anthony Parsons** as patron.

1988

Cancer patient **June Classon** raises £5,000 for HOPE.

1989



Exeter Mayor **Diana Bess** opens the FORCE Cancer Centre at **Noy Scott House**. **Beaujolais Classic Car Run** raises nearly £20,000.

1990

**Meriel Fishwick** becomes the charity's first paid employee. She was FORCE's only full time employee until 2001.



1994



Friends of FORCE groups start in Ottery St Mary, Silverton, Brixham and Cullompton with **Ken Mullins** helping establish some of them. FORCE appoints a full time Scientific Research Director, **Dr John Garland**. **Exeter Cancer Call** operates out of Noy Scott House.

1993



Devon MP **Sir Peter Mills** heads a £150,000 flow cytometer appeal for tailored treatment. FORCE purchases a new laser outlining system for radiotherapy. **Ruth and Derek Boobier** hold their first Open Day for FORCE.

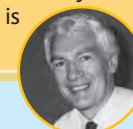
1992

FORCE raises £70,000 for a computer to plan radiotherapy treatment. Researchers collaborate with centres in the **USA**.

1991



**Claire Ridler** is appointed FORCE Clinical Research Assistant. FORCE co-founder **Bernard Simons** retires. Health Minister **Virginia Bottomley** visits the FORCE Cancer Centre and is impressed by innovative research. **Mervyn Hayes** is appointed as FORCE Administrator.



1995

A new lab is set up to research programmed cell death in breast cancer. **Lynn Griffiths** runs the London marathon after gruelling chemotherapy for breast cancer. The **FORCE shop** opens in Heavitree.



1996

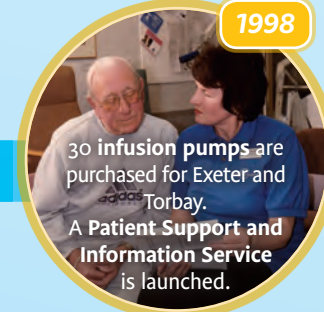
FORCE raises its first **million**. Trials of new breast cancer drugs – Taxol and Losoxantrone – in Exeter.

1997

**Nello Ghezzi** and **Marc Millon** complete their epic Ride for Life from Topsham to Venice. £60,000 is raised for a new Selectron machine. **The Lord Coleridge** becomes our new Patron. **Jenny Jolly** is employed as our first Oncology Support Specialist. The first **FORCE Spring Ball** at Westpoint raises £10,000.



1998



30 infusion pumps are purchased for Exeter and Torbay. A **Patient Support and Information Service** is launched.

1999

Management of the FORCE laboratories passes to the **Institute of Clinical Sciences**. £55,000 is raised for an **ultrasound mini probe**. An assistant to the **FORCE Clinical Research Manager** is appointed. The shop is extended. FORCE raises more than £500,000 in a year for the first time.



2000

Immunohistochemistry machines are funded by FORCE, enabling Exeter to operate at the forefront of cancer diagnosis.

First Nello cycle event.



2001

The **Support Centre Appeal** is launched by Judi Spiers. Cycle FORCE is launched by **Trevor Gilbery** and friends. FORCE researches **angiogenesis** – the process of new blood cell development, which, if controlled, could prevent the spread of tumours.

2002

Lord Mayor Councillor **Val Dixon** teams up with FORCE to support the Centre Appeal, now past the halfway mark with £440,000 already raised.

2003



FORCE President **Chris Rowland** retires. FORCE supporters gather on site to break ground for the **foundations** of the new Support Centre.

2004

The new **Support Centre** is completed at a cost of nearly £900,000.



2005



Almost 300 **supporters** officially open the new Support Centre. An army of **volunteers** support the charity as it runs an extended patient support and information service at the Centre and in the RD&E.

2011

A £350,000 appeal is launched to build an **extension** to double the size of the Support Centre. FORCE donates £70,000 for equipment to improve the delivery of **radiotherapy** at the RD&E.

2010



FORCE co-founder **Chris Rowland** receives an MBE.

2009



FORCE launches the popular **Great Devon Breakfast** fundraising campaign.

2008

The Support Centre records an average 250 visitors each week. FORCE and its supporters are **Highly Commended** at the 2008 National Charity Awards. An open day in May celebrates FORCE's **21st anniversary**. **Sharon Parsons** becomes our first benefits advisor.

2007



FORCE Support and Information **Roadshows** are introduced.

2006



The **Stan Hacking Concert Band** performed in aid of FORCE for the first time.

2012



The new **Support Centre extension** opens. The number of visits to our centre during the year rises to 15,500. For the first time FORCE tops annual income of **£1m**.

2013

Our first specialist **children and families counsellor** is appointed. Oncology physiotherapist **Louise Ballagher** joins the charity to run a pioneering exercise programme.



2014



FORCE expands its services to offer weekly sessions in **Tiverton** and **Okehampton**. We host a highly successful **mole check** clinic at Honiton Show. The **Fez** fundraising campaign begins.

2015

A **Bursary** is set up at Exeter University Medical School as a lasting tribute to the remarkable life of the late Dr Chris Rowland. FORCE launches **Health and Well Being Clinics** for newly diagnosed cancer patients.

2016

The amount spent on **patient support** reaches an all-time annual high of £519,970. **Martin Cooper** becomes FORCE patron.



2017

We celebrated **30 years!**





# *making the future happen*

## Key objectives 2019-2022

**TO ENSURE** a range of personalised support is available for anyone affected by cancer in Devon

- We will offer free face to face support services to cancer patients and their families in Devon
- We will support and develop staff
- We will recruit and train volunteers to help support our services
- We will build on partnerships with public, private, voluntary and community organisations to deliver coordinated services to our beneficiaries
- We will audit and review our services to ensure they meet the needs of our beneficiaries

**TO ENCOURAGE** people living with cancer to develop skills to help manage their situation

- We will adapt services to meet the changing needs of people living with cancer as a chronic disease



“Our introduction to FORCE outreach has been amazing. An oasis of calm with reassuring smiles – better than any prescription to lift the spirits”



**TO REACH** more people needing support and advice

- We will ensure that we deliver high quality services in all locations covered by FORCE
- We will improve social access and set up a third FORCE@ project in East Devon
- We will improve our local networks to help signpost people to the most relevant services

**TO INVEST** in relevant research within the University of Exeter Medical School

- We will raise funds for local cancer research
- We will ensure that research is a well publicised part of our work
- We will be clear about the value of locally funded research

**TO SUPPORT** innovation in improving cancer services

- We will be flexible and support projects which promote innovation and improvement in patient care
- We will ensure our support extends to all types of cancer

**TO PROVIDE** where funds permit, “state of the art” equipment to improve cancer diagnosis, treatment and care

- We will purchase equipment to support and help initiate new treatments locally
- We will work with the RD&E to publicise the benefits of FORCE funded projects

**TO DEVELOP** a strong infrastructure focussing on income generation and governance to ensure a sustainable future for FORCE services

- We will use our resources in the most effective way to support the needs of our beneficiaries



# *the keys to success*

## **OUR PEOPLE**

Our people need to be:

- Passionate and empathetic about the work of FORCE
- In the right roles
- Given the right training
- Given the right resources to do their jobs
- Valued and supported
- Empowered and engaged
- Included through clear and timely communication

## **OUR SUSTAINABILITY**

To be sustainable we need to:

- Maintain clarity of vision
- Maintain the quality of our services
- Maintain a clear identity / strong message
- Maintain a realistic and workable strategy
- Increase and diversify our income streams
- Evaluate and promote the benefits of our work
- Collaborate with others
- Link to cancer care pathway
- Remain relevant to and focused on our local community
- Implement digital technology where appropriate

## **GOOD GOVERNANCE**

- Effective Board of Trustees with appropriate skills and training
- Clear leadership and management structure
- Compliance with Regulation
- Review and manage our finances effectively
- Adapt and respond within the constraints of our resources
- Transparent reporting
- Effective risk and reserve management
- Robust systems, procedures and controls
- Audit and evaluation





I absolutely love it.  
You get so much more back than you give as  
a volunteer. You are rewarded 100 times over and you  
go home feeling so much better about yourself –  
and I've made so many friends.

*FORCE volunteer*





# summary

In developing our strategy, we are mindful of the need to be realistic about challenges we face. Our planning process identified a clear message that we should concentrate on continuing to provide existing, high quality services and ensure that these are not put at risk by over stretching our resources. The strategy reflects exciting plans for development of the charity, including a third FORCE@ location and continuing expansion of our services to meet the changing needs of local people affected by cancer.



# *implementing the strategy*

*To implement this strategic vision we have developed detailed plans as follows:*



**SERVICE DEVELOPMENT**



**INCOME GENERATION**



**FINANCE & GOVERNANCE**



**MARKETING &  
COMMUNICATIONS**



**OUR PEOPLE: VOLUNTEERS,  
STAFF, TRUSTEES**

*These plans will be reviewed annually to measure our achievements against our aims / objectives.*



*working locally to support anyone  
affected by cancer ~ face to face*

FORCE Cancer Support Centre  
Corner House  
Barrack Road  
Exeter  
EX2 5DW

**Tel: 01392 402875**

Email: [forcefr@forcecancercharity.co.uk](mailto:forcefr@forcecancercharity.co.uk)

**[www.forcecancercharity.co.uk](http://www.forcecancercharity.co.uk)**

Patron: Mr Martin Cooper MS FRCS



Twitter: @forcecancer



Facebook: FORCEcancercharity

