

# Our plan 2023



Right now, there are more than 3 million people living with cancer, and that number keeps growing. Despite that challenge, Macmillan will do whatever it takes to help everyone with cancer live life as fully as they can.

We launched our ambitious strategy in 2018. Since then, we've continued to evolve our plans, drawing on in-depth insight, to respond to the changing environment and to be sure we can have the biggest impact for people living with cancer.

Using money generously donated, we support people directly, through our partners, and through influencing others to affect change.

We won't rest and we won't settle for anything other than the best possible support for people with cancer.

**Our plan for 2023 sets out how we will deliver our strategy this year. It details what we will do to achieve our objectives and is clear about what our priority deliverables are. To do this, we'll rely on the dedication of thousands of colleagues, professionals, volunteers, partners and supporters.**

# Our six objectives to reach and improve the lives of everyone living with cancer

1

Everyone with cancer will know that they can turn to Macmillan from the moment they are diagnosed, and how we can help them.

2

Everyone with cancer will have a conversation about all their needs and concerns, and get the support that's right for them.

3

Everyone with cancer will have their vital needs met by high quality services.

4

We will inspire more people to give to Macmillan so we can continue to be there for people when they need us the most.

5

We will improve the key processes which support Macmillan to do its work as efficiently and effectively as possible.

6

We will reflect and represent the communities we serve in everything we do to support everyone living with cancer.



With heart



With strength



With ambition

# Our 2023 priorities to improve our services and support:

## **Help more people with the cost of living crisis.**

We will invest more money in direct grants and expand the number of welfare benefits partners so more people get the financial help they desperately need.

We'll also improve how people are referred between our direct and indirect services and work with partners in energy and banking across the UK to drive industry-wide change.

## **Make our services more inclusive.**

We will make our direct services more accessible and reach more people in local communities by increasing the number of cancer champions – volunteers offering tailored help and guidance to people furthest from accessing cancer support and information.

We'll also form a major national partnership to offer grants to grassroots organisations working with underrepresented communities.

## **Work more closely with Macmillan professionals.**

Through our 'Professionals Promise', we will support the development of our 11,000 Macmillan Professionals. We'll make sure they have the right tools, skills, support and resources to deliver excellent personalised care experiences for people living with cancer.

## **Transform our cancer information services.**

We will increase their reach, improve the experience for people with cancer and fill gaps in local provision.

## **Work with partners to deliver joined up health and care services.**

Improving the Cancer Journey is a successful service in Scotland that gives people diagnosed with cancer access to a dedicated support worker who can connect them to emotional, practical and financial support that's right for them. This year we will pilot the model in England.



# Objective 1: Everyone with cancer will know that they can turn to Macmillan and how we can help them from the moment they are diagnosed.

We're famous for our amazing Macmillan nurses, but many people living with cancer, doctors, nurses or healthcare professionals don't know how we can help them at different stages of a cancer experience. We want to make sure everyone is aware of the vital information and support we can offer.



Anoushé, diagnosed with breast cancer.

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# To make this happen we will:

**Tell more people about who we are, what we do, and help more people feel we are a charity for them.**

- Drive activity that keeps Macmillan front of mind so we can increase the number of people who give and get support.

**Increase how many people access our services and support from the moment they are diagnosed.**

- Launch our integrated marketing activity so that more people with cancer know we can support them from diagnosis.
- Transform our local cancer information services to increase their reach, improve the experience for people with cancer and fill gaps in local provision.

- Increase the number of volunteer buddies who can provide support on the phone or in the community.

**Provide people with cancer with the right information in the right way.**

- Review our cancer information and support services so they meet the needs of the people living with cancer.
- Develop more personalised content that is tailored to people's needs and preferences and facilitate referrals to other relevant services.
- Provide a joined up, consistent experience for everyone who interacts with Macmillan, using technology to make this happen.

## Objective 2: Everyone with cancer will have a conversation about all their needs and concerns, and get the support that's right for them.

Making sense of the different support out there can be confusing, disorientating and sometimes impossible. Beyond the healthcare support in hospital, thousands of people have no one to talk to about what they need or know who can help. We think everyone should have the opportunity to talk about their needs, whenever and wherever.



# To make this happen we will:

## **Work with partners to deliver health care that is personal to the individual.**

- Work with partners in local health care systems and Macmillan professionals to make sure personalised care and care planning happens in the hospital, at the doctors' surgery and in the community. This will focus on those people with the greatest needs and those who are marginalised.
- Scope sites to test a new social investment funding model for personalised care and support planning.

## **Influence the provision of personalised care and support planning.**

- Influence, and hold to account, decision makers and the health care systems in all four nations so that personalised care and support planning is prioritised in national and local plans.

- Build an evidence base that demonstrates the impact of personalised care and support planning so we can better influence the need for others to invest in this area.

## **Make it easier for people with cancer to get the support they need from our direct and indirect services.**

- Review how we assess and navigate people across different services, and recommend how to improve those interactions so they get their needs met.



# **Objective 3: Everyone with cancer will have their vital needs met by high quality services.**

Right now, thousands of people are having to cope without the right support. We know that different people need different types of support at different times in their cancer experience. Cancer affects much more than someone's health, especially financial, practical and emotional concerns, if cancer is treatable but not curable, and at the end of life. We have so much to offer when it comes to supporting people.



Errol, diagnosed with prostate cancer.

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# To make this happen we will:

**Provide financial support to people with cancer through our services, by working in partnership with organisations and professionals, and by influencing decision makers.**

- Use insight on areas of deprivation and who is currently accessing our support so we can reach people who need us most and improve referrals to support them.
- Pursue improvements to the welfare system and establish how we can influence changes for people with cancer.

**Test how we best deliver psychological care that meets high level emotional needs.**

- Provide psychological support that can be accessed and referred to through our direct services.

- Test integrated models of psychological support in all four nations.
- Improve our understanding of the barriers and opportunities within the health care system for emotional support, and establish how it should change.

**Support the delivery of good end of life care.**

- Recruit end of life transformation lead roles who understand the local area and need, to drive sector level change.
- Give better support at the end of life using a new social investment model across six areas across the UK, and embed this into our ways of working.
- Develop how we could influence systematic change in end of life care across the UK.

## Objectives 1-3: Support from diagnosis, personalised care and meeting vital needs.

Objectives 1-3 are all about delivering our services and support. We believe everyone living with cancer should have easy access to vital information, personalised care and the right services and support to meet their needs.

The cancer workforce, and the data that helps us better understand people's needs, are both fundamental to us realising our ambitions in these areas.



# To make this happen we will:

## **Support professionals to deliver care that is personal for people living with cancer.**

- Support all of our professionals in a tailored and targeted way so that Professionals get the right tools, resources, development and quality improvement support so they can provide excellent personalised care every day.

## **Support the cancer workforce of the future.**

- Test and evaluate projects to understand how Macmillan can impact on recruitment and retention of cancer workforce roles.
- Increase and improve the supply of cancer health cancer professional workforce by developing a cancer career and education programme that supports cancer nurses and allied health professionals to increase their knowledge, skills and capability.

- Set out the role we want to play within education and training in the future.
- Deliver a workforce influencing strategy which includes advocating and campaigning for a fully funded cancer and end of life workforce.

## **Help more people to benefit from advances in data and digital self management.**

- Work in partnership with other organisations to help people with cancer manage their needs through digital solutions.
- Improve the collection of data to better understand the healthcare landscape and how we best meet people's needs.

A supporter at the Rob Roy Mighty Hike.

## Objective 4: We will inspire more people to give to Macmillan so we can continue to be there for people when they need us most.

We are 98% funded by voluntary donations. Almost £7 in every £10 of Macmillan's donations come from those wanting to give back after they or someone they know has received Macmillan support. And we don't take that for granted. We need to innovate new ways to generate income beyond traditional fundraising. We need to adapt and stay ahead by listening and responding to what our supporters want and expect from us for years to come.



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# To make this happen we will:

## **Generate more income and impact for people living with cancer now.**

- Improve the relationship with our supporters so they are encouraged to give to us more regularly, over a longer period of time.

## **Generate more income and impact for people living with cancer in the future.**

- Continue to grow our share of the legacies market towards 4% by 2030.
- Deliver the plan for our corporate partners and philanthropic supporters to establish strong partnerships that will provide regular income.
- Deliver fundraising innovation activity that rapidly responds to supporter needs and market trends in fundraising.

- Work with new innovation partners in the public and private health and social care sectors to develop alternative ways to provide cancer support in a changing health landscape.

## **Engage our supporters more so we can do more for people with cancer.**

- Make sure every interaction with our supporters bring to life Macmillan's unique 'compassionate warrior' spirit.
- Make Macmillan feel more relevant to people living with and affected by cancer through our marketing activity.
- Deliver brilliant experiences by understanding who our supporters are, how they interact with us and how we best meet their needs across the fundraising journey.

## **Objective 5: We will improve the key processes which support Macmillan to do its work as efficiently and effectively as possible.**

We take our responsibility to our people seriously and know that there is always more we can do to improve how we work so that people with cancer receive the best support from us every time.



# To make this happen we will:

## **Develop our people and improve the inclusivity of our culture.**

- Improve our employees' overall experience at work.
- Set out clear expectations of our leaders, improve how we assess and manage performance and behaviour, and how we identify and develop people with potential to progress into leadership roles.
- Make Macmillan a more inclusive place to work and embed our values in everything we do.

## **Improve key processes so they are more efficient and work more effectively for our people.**

- Bring together the activities that enable the delivery of our services and fundraising into a single plan and governance forum.

- Design our working environments, processes, and tools to support our colleagues to deliver their best work, wherever they are and whenever they work.
- Introduce a new system to make it quicker and easier to manage our income, events and customer interactions.
- Set out how we will build environmental, social and governance (ESG) practices into how we operate.
- Improve our processes for managing risk.
- Modernise our technology, develop software engineering practices and remove outdated computing software or hardware.
- Improve our processes and systems to capture, store, analyse and use customer data to improve experience and our return on investment.

## Objective 6: We will reflect and represent the communities we serve in everything we do to support everyone living with cancer.

Cancer doesn't discriminate - and neither can we. For us to reach everyone that is diagnosed with cancer it's essential that they feel seen, heard and understood as individuals by Macmillan, and that they see themselves in Macmillan. Regardless of who they are or their background.



The Pineapple Club, a lunch club for retired members of the Afro-Caribbean community in East London.

# To make this happen we will:

**Develop our leadership and culture so that we are representative at all levels of the organisation and all our colleagues and volunteers feel they belong.**

- Deliver anti-oppression and cultural change programmes for leaders and managers.
- Put in place processes to identify, manage and develop colleagues' potential, and deliver an inclusive career development programme for Disabled and Ethnically Diverse colleagues.
- Review all our policies and processes so that they are inclusive and build in anti-oppression practices.

**Improve our services, partnerships and advocacy so that people with cancer from all backgrounds feel cancer services are equitable, accessible and inclusive.**

- Improve the accessibility of our direct services based on customer feedback from under-represented communities.

- Engage with seldom heard, under-served groups at a local level and make choices about where we invest in our services so we can address inequalities.
- Launch a lived experience strategy to set out how we'll continue to make sure people living with cancer are at the heart of our work.

**Make our brand, marketing, communications and fundraising more inclusive.**

- Use customer insight to build authentic and culturally sensitive marketing and communications activity and customer experiences.
- Review and update our fundraising products so they are relevant to and reach more diverse audiences.
- Make sure our offer for corporate partners is diverse and increases support from diverse groups of people with cancer.