



Marie Keating
FOUNDATION

Marie Keating Foundation Strategic plan

2020 - 2023



A couple is walking away from the camera in a grassy field during sunset. The man is on the left, wearing a light-colored sweater and dark pants. The woman is on the right, wearing a white jacket and dark pants. They are holding hands. A large brown dog is walking alongside them. The background features a line of trees with autumn foliage under a clear blue sky.

Contents

Foreword	3
Our Vision	4
Our Mission	5
Our Values	6
About Us	9
Our Ambition	11
Our Strategic Goals	13

Foreword

Every year there are 43,000 people diagnosed with cancer in Ireland and on the basis of current projections, another 500,000 Irish people will be diagnosed with cancer over the next ten years. Furthermore there are an estimated 180,000 cancer survivors living in Ireland who continue to need support.



Liz Yeates
CEO



Michael O'Reilly
Chairman

At the Marie Keating Foundation, we recognise that while cancer is not always life threatening, it is almost always life-changing. We understand how cancer can affect every aspect of a person's life – not just their physical health. In striving to achieve our vision of 'A World free from the Fear of Cancer' in this Strategic Plan we have set out how over the next three years we will enhance our services so that the Maire Keating Foundation can make a real difference for as many people affected by cancer in Ireland as possible.

As part of the development of this plan, a Strategic Review and SWOT analysis was conducted by the Board and Executive Team to build the strategy content and to take into account the evolving requirements of those affected by cancer. Extensive stakeholder consultation was conducted with patients, service users, staff and trustees, donors, volunteers and peer organisations in order to assess current and future needs.

The Mission, Vision, Values and Strategic Objectives of the Foundation were reviewed and our core focus and priorities were agreed by the Executive and approved by the Board of Directors.

The six strategic goals outlined in this plan are ambitious and undoubtedly, the Marie Keating Foundation will face considerable challenges which may affect all that we aspire to over the next three years. In particular, developing a more sustainable funding model to enable us to support our core services will present particular challenges. However twenty two years since Marie Keating sadly lost her battle to cancer, we stand ready and all the more committed to find solutions in partnership with others to realise our goals.



Our Vision:

*A World free from
the fear of cancer*



Our Mission:

*To make cancer
less frightening by
enlightening*

Our Values

Our work will be underpinned by our values of:



Family

Empathy

We care deeply about people who are experiencing cancer. Compassion and empathy are at the core of our services. Upholding the dignity of whoever we help matters the most.

Support

Everyone who accesses our services is unique. Personal support ensures everyone is cared for fully and respectfully.

Kindness

Positivity, hope, love



Inclusivity

Patient Voice

Ensuring the patient voice is central to everything we do, we will always listen, try to understand and do all we can to represent your views and respond to your needs.

Collaboration

Partnership, sharing and teamwork are at the heart of MKF to improve our services and outcomes for patients, survivors & families.

Open

Our services are accessible to everyone and our footprint covers 26 counties. Ensuring we are there for all, even the most remote and underserved communities is a priority for us.



Excellence

Trust

We hold the trust of our donors, supporters and ambassadors dear. Our work is underpinned by integrity, honesty and transparency.

Accountability

We continue to hold the highest standards in charity governance. We take the responsibility given to us by our supporters seriously and ensure we are as efficient, while still being effective, as possible.

Professionalism

All our work is underpinned by evidence meaning the public can trust our information and advice.





About the Marie Keating Foundation

After losing their mother to breast cancer, the Keating Family promised that they would do all they could to ensure men and women in every community in Ireland had access to the necessary information to prevent cancer or detect it at its earliest stages.

Since it was formally established in 2001 as a registered charity, the Foundation has expanded its key cancer prevention role to include information and awareness services for both men and women across all the common cancers including: bowel, breast, cervical, lung, prostate, skin and testicular cancers.

As more and more people come through cancer and are living with advanced cancer, the Marie Keating Foundation has put more of a focus on providing vital support and survivorship services for these groups.

With a team of just 17, including 8 nurses located across the country, the Marie Keating Foundation is a family which pledges to be there for anyone experiencing cancer at every step of their journey.



Our ambition for the next three years is to:



Consolidate our strong role in cancer **awareness, education and prevention.**



Enhance our **support services** to ensure we make a meaningful difference to those on a cancer journey.



Develop our **survivorship services** for people living with or beyond cancer.



Our Strategic Goals

We have identified 6 Strategic Goals that provide a clear path for the Marie Keating Foundation to achieve our mission and realise our vision.

- 1.**  **Strengthen our impact in communities, schools & workplaces across Ireland by focusing on reducing cancer risk and promoting early detection.**

- 2.**  **Develop our cancer support & survivorship services to make a more meaningful difference for those living with or beyond cancer**

- 3.**  **Develop a new sustainable funding model to support our future direction**

- 4.**  **Build our profile & reputation as a leading voice in cancer awareness & support**

- 5.**  **Maintain best in class governance standards**

- 6.**  **Build our human, organisational & systems resources to achieve our growth objectives**

1.

Strengthen our impact in communities, schools & workplaces focusing on reduced cancer risk & early detection

Why is this important

The Marie Keating Foundation aspires to ensure that more people understand what they can do to reduce their risk of cancer by adopting healthier lifestyles and being aware of early signs & symptoms.

Key Actions

Enhance our cancer awareness, prevention and education services including:

- Community Mobile Outreach Service
- School's Cancer Awareness Programme
- Cancer Awareness Campaigns, and
- Corporate Wellness Programme

Impact these actions will have

Enable the Marie Keating Foundation to play its role in implementing the National Cancer Strategy to reduce the number of people diagnosed with cancer and ensure those who are diagnosed will have the best possible outcomes through early detection and meaningful support.

2.

Develop our cancer support & survivorship services to make a meaningful difference for those living with or beyond cancer

Why is this important

As more people are diagnosed with and surviving cancer, the Marie Keating Foundation recognises the key role it can play in ensuring those living with and beyond cancer have access to vital support services at every stage of the cancer journey.

Key Actions

- Ensure that our Comfort Fund assistance is directed at those who are financially negatively impacted by cancer so the grants are more meaningful
- Meet specific needs of patient groups such as those with hereditary cancers (BRCA) & those affected by the Cervical Check debacle
- Further develop our cancer survivorship services and programmes including Survive & Thrive, Positive Living, Back to Work after Cancer programme to make the transition back to the 'new Normal' more straightforward.

Impact these actions will have

Through its range of support and survivorship services the Marie Keating Foundation can help to make the cancer journey less arduous in a practical and positive way.

3.

Develop a new funding model to ensure sustainability & to support our future growth

Why is this important

The Marie Keating Foundation is largely dependent on fundraising to deliver our services but this leaves us vulnerable with no regular income stream or ability to commit to and plan our services. It is imperative that we develop a wider mix of funding to ensure we can properly plan and resource our service delivery.

Key Actions

- Continue to grow existing income streams (Marie Keating Foundation events/ corporate partnerships, etc.)
- Build diversified funding mix/channels
- Develop new Individual Giving strategy as a sustainable source of funding
- Ensure we provide impact to our donors & funders
- Identify ways of accessing other e.g. governmental funding

Impact these actions will have

Achieving a more sustainable funding model will allow us to fund and grow key services and will enable us to support more people into the future. It will reduce our reliance on single sources of funding and provide stronger sustainability for planned delivery of services.

4.

Build our brand profile & reputation as a leading voice in cancer awareness & support

Why is this important

It's important that all of our key stakeholders including the public, patients, healthcare professionals, donors, peer organisations and supporters, all understand what we do and have the utmost trust and respect for the integrity of our work. Ensuring we have a strong and visible external profile will help make sure that people are aware of the breadth and depth of our services and how they can access that support when they need it.

Key Actions

- Devise communications strategy ensuring consistent messaging on all the Marie Keating Foundation channels to increase awareness, engagement and support
- Build our external profile through evidence-based content and campaigns
- Collaborate with peer organisations and other stakeholders to highlight issues affecting cancer patients

Impact these actions will have

By ensuring there is greater awareness of our services and how we can offer support, more people in need will be aware of how and where they can access our services. A strong brand and profile will lead to improved engagement levels with our services, campaigns and our cause. By carving out a space for our voice in the media, we can influence change when needed, speak on behalf of the patient to key decisions and policy makers and advocate for better funding and resources for cancer patients and their families.

5.

Ensure we maintain best in class governance standards

Why is this important

It is crucial that the Marie Keating Foundation has the trust of its supporters, the public and key stakeholders. In order to achieve this its reputation relies on strong governance and transparency, ensuring full compliance with the Charities Regulatory Standards.

Key Actions

- Conduct ongoing reviews including the Charities Governance Code & other Regulatory Codes
- Conduct independent audit & financial review annually
- Ensure ongoing Board reviews of governance & finance

Impact these actions will have

By ensuring the highest governance standards, the public, donors, supporters and key stakeholders will have utmost trust in the Marie Keating Foundation work. This safeguards and promotes the values and principles at the heart of the Foundation and its public reputation.

6.

Build the human, systems & organisational resources necessary to continue our growth path

Why is this important

In order for the Marie Keating Foundation to grow and deliver more of its key services to more people, it is essential that we have adequate resources and personnel to help us achieve our mission and ensure the quality and high standards of our work. It's also important to allow us to continue to comply with legal and statutory requirements.

Key Actions

- Conduct a review /gap analysis to identify key human, ICT and other resources to be recruited/implemented
- Develop a comprehensive HR plan to attract & retain highly qualified staff
- Identifying need for additional resources and systems

Impact these actions will have

Ensuring we are adequately resourced will provide a happy and positive working environment for the Foundation's dedicated staff. It will allow the Marie Keating Foundation to continue to operate at the highest level of accountability and to the highest standards. Most importantly it means that our services are delivered by professional staff, ensuring a quality service for all who engage with the Foundation.



Marie Keating
FOUNDATION

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If you would like to support the work of
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