



AFFILIATE TOOL KIT

CanCare is a mighty community of survivors who lift up and inspire cancer patients and caregivers through one-on-one emotional support, empathy, and hope to ensure no one endures cancer alone.

Introduction

History

CanCare was founded in 1990 by Anne Shaw Turnage, whose vision for the organization was rooted in her experience as a cancer survivor. Anne was diagnosed with stage four colon cancer in 1973. She was 46 and the mother of three young children at the time.

During her first year of treatment, which consisted of experimental chemotherapy twice a week, Anne fought the aggressive form of cancer with a survivor mentality and a remarkable hope that she would one day be cancer-free. Anne was a source of encouragement for her family members and began pursuing opportunities to support others facing cancer.

Upon completing the grueling first year of treatments, Anne and her husband Mac wrote *More Than You Dare to Ask: The First Year of Living with Cancer*. Published in 1976, the book is a candid account of Anne and Mac's journey through the year following Anne's diagnosis and features scripture reflections, correspondence and prayers.

As Anne continued her treatment, she watched several peers manage their own cancer diagnoses. Even with the encouragement of loved ones and under the care of excellent medical teams, hope often proved elusive. Anne knew there must be a more effective way to support people with cancer, and it was out of this insight that Anne's vision for CanCare was born.

In 1989, Anne and Mac moved to Houston for Mac's new role as the Associate Pastor of Pastoral Care at Memorial Drive Presbyterian Church. Under the direction of then head pastor Tom Tewell, the Church helped Anne recruit CanCare's earliest supporters and volunteers. With the support of the Church and the generous contribution of seed funding from Harold and Myra Sides, CanCare was established.

CanCare held its first Volunteer Training in 1990 with 17 volunteers. The training was developed by Anne, Mac and counselor/educator Beverly Buston and drew upon their collective expertise in educational curriculum and mental health. In 1991, thanks to the generosity of Don Earthman who provided office space at the rent of \$1 per year, CanCare moved into the building it still inhabits on Katy Freeway.

Anne credits the members of her founding Board of Directors with helping build CanCare and ensuring its robust and long-term impact. Members of the

founding Board include George E. Jochetz III, Susan Gonzales Starling, Wayne B. Hawkins, Betty J. Arnold, George F. Reed, Thomas K. Tewell and Max Schuette, who served as CanCare's first Board chair.

In 1993, volunteer Ennis Butler spearheaded the launch of CanCare's Hospital Visitation Program. Volunteers began visiting cancer patients and their caregivers at Memorial Hermann Memorial City Medical Center, thanks to the efforts of a devoted and persistent CanCare volunteer who was already helping at the hospital in a different capacity. For over a year, this volunteer lobbied the CEO of the hospital, who ultimately agreed to the partnership. Once CanCare implemented the program at Memorial Hermann, it was easier to form partnerships with additional hospitals.

After devoting seven foundational years to CanCare, Anne retired in 1997. Nancy Tucker, a cancer survivor and CanCare lead staff member of many years, became President and Chief Executive Officer. Under Nancy's leadership, CanCare's congregational partnerships expanded to include a range of faith traditions and the organization's Hospital Visitation Program grew. In addition, CanCare developed a successful education initiative that was implemented in corporate settings around Houston. Nancy retired in 2016.

Guided by the leadership of President and CEO Cristina Vetrano and the Board of Directors, and bolstered by the commitment of its staff and volunteers, CanCare's impact continues to expand.

Cancer and the Need for Emotional Support

The need that Anne Turnage identified - more effective avenues of support for individuals and caregivers facing a cancer diagnosis - has grown since CanCare's founding. The [American Cancer Society](#) estimates that well over one million new cancer cases will be diagnosed each year.¹

According to the [American Society of Clinical Oncology](#), receiving emotional support soon after a diagnosis is critical to increasing an individual's coping abilities and quality of life.²

¹ <https://www.cancer.org/research/cancer-facts-statistics/all-cancer-facts-figures/cancer-facts-figures-2019.html>

² <https://www.cancer.net/blog/2016-09/importance-palliative-care-patients-and-caregivers-news-2016-palliative-care-oncology-symposium>

The CanCare Affiliate Program Onboarding Process

We have developed the CanCare Affiliate Program to respond to the growing demand for cancer support services and increasing interest from individuals around the country in replicating the CanCare model in their communities. Below is an overview of the process to become a CanCare affiliate.

1. Read the Affiliate Tool Kit

By reading this Tool Kit, you are taking the first step towards becoming a CanCare affiliate. In the chapters that follow, we describe the CanCare model and why we think it works.

[Chapter 1: Vision, Mission and Guiding Principles](#)

[Chapter 2: The CanCare Philosophy](#)

[Chapter 3: Programs and Services](#)

[Chapter 4: Getting Started, Part I - 4 Key Elements of a CanCare Affiliate](#)

[Chapter 5: Getting Started, Part II - Core Funding and Nonprofit Status](#)

[Chapter 6: Lessons Learned](#)

[Chapter 7: How We Can Help](#)

We hope that this Tool Kit will afford you a thorough understanding of the path to becoming a CanCare affiliate and whether moving forward in our Affiliate Program is the right next step for you at this time.

2. Work through the Community Assessment Worksheet

Completing the Community Assessment Worksheet will help you determine the feasibility of starting a CanCare affiliate in your community. The Worksheet will help you explore key topics, such as your Leadership Team, community partnerships and fundraising expectations. The Community Assessment Worksheet can be found on cancare.org.³

3. Community Assessment Review

The CanCare Houston office will review your completed Community Assessment Worksheet to ensure that you and your team are ready to proceed in the CanCare Affiliate Program. We will contact you about your next steps, which will involve either further preparation or signing the Affiliate Licensing Agreement.

³ <https://cancare.org/wp-content/uploads/2020/02/CanCare-Affiliate-Checklist.pdf>

4. Sign the Affiliate Licensing Agreement

Once the CanCare Houston office has reviewed and approved your Community Assessment Worksheet, we will send you the Affiliate Licensing Agreement. This document lays out the roles and responsibilities of CanCare affiliates and the CanCare Houston office. Once the Agreement is fully executed, we will schedule your visit for CanCare Affiliate Orientation.

5. CanCare Affiliate Orientation

Experiencing CanCare in person is the best way to fully understand the work we do. CanCare Affiliate Orientation is a four-day training designed for groups who have completed the Community Assessment Worksheet and are ready to launch within six months.

We recommend that all members of your Leadership Team (your core founding group of three-to-five people) attend CanCare Affiliate Orientation. During your visit, you will spend time in our offices, meet key staff, interface with volunteers and gain an in-depth look at the culture and systems that support our work.

The fee for attending CanCare Affiliate Orientation is \$500 per group. In addition, affiliates will need to cover their travel expenses. We consider the orientation fee to be a down payment on the value of what we will share with you during CanCare Affiliate Orientation, and on an ongoing basis as your program grows and develops. [Chapter 7](#) of this Tool Kit provides more detail about Affiliate Orientation.

6. Further Community-Based Preparation and Launch

The information and resources you need to insure a smooth and successful launch are within the pages of this Tool Kit and the CanCare Operations Manual. You will receive the Operations Manual upon signing the CanCare Affiliate License Agreement.

We invite you to visit our website, www.cancare.org for the latest information about our program, partners and impact.

Chapter 1: Vision, Mission and Guiding Principles

CanCare meets a critical need in the cancer community – the need for hope and encouragement. CanCare mobilizes extensively trained volunteers to bring hope to cancer patients and their caregivers through providing one-on-one ongoing support and through hospital and treatment center visitation services. By matching the patient or caregiver with a volunteer who has experienced the physical, emotional and spiritual turmoil caused by the same or similar cancer diagnosis, CanCare creates a unique support system. CanCare volunteers know how to face and overcome many of the challenges presented by cancer, and it is through their testimonies of survival that they provide hope and encouragement to those experiencing the disease.

Mission

CanCare is a mighty community of survivors who lift up and inspire cancer patients and caregivers through one-on-one emotional support, empathy and hope to ensure no one endures cancer alone.

Tagline

A survivor by your side.

Guiding Principles

Courage

We bring hope through survivorship to people with cancer and their caregivers.

Compassion

We ensure no one seeking our assistance experiences cancer alone. We respond quickly and effectively to patients and caregivers, and we seek out those in need of support at hospitals and treatment centers.

Commitment

We hold our relationships with patients and caregivers as sacred trusts and are committed to maintaining their confidentiality.

Connection

We strive to build goodwill in the communities we serve. Through our partnerships with congregations, medical facilities, corporations and other community entities, we model healthy relationships that create positive change in people's lives.

Support

We want everyone in the CanCare community to feel supported. We support our volunteers through high-quality training, ongoing education, peer-to-peer opportunities and leading volunteer management. In turn, our volunteers draw upon their experiences and leverage their training to support patients, their caregivers and their communities.

Empathy

Empathy, or the ability to identify with the emotions and experiences of another person, is central in guiding our interactions with patients, caregivers and the community. Through connecting patients and caregivers with volunteers who have endured similar cancer journeys, CanCare harnesses the power of empathy to heal, foster hope and change lives.

Stewardship

We value the commitment of our volunteers and donors. We endeavor to be good stewards of our resources, including contributed funds, donated goods and the time of our staff and volunteers. As a nonprofit organization, we strive to function efficiently at all levels.

Inclusivity

CanCare serves all individuals facing cancer and their caregivers who seek emotional support, regardless of faith, race, ethnicity, age or socioeconomic backgrounds. As an interfaith organization, CanCare honors all people, religions and spiritual traditions.

Chapter 2: The CanCare Philosophy

A cancer diagnosis brings normal life to a screeching halt and is often followed by an uncontrollable wave of emotions and anxiety about the unknown. After receiving a cancer diagnosis, the first thought many people have is, “will I die?,” followed by, “how much will I suffer?” Cancer knows no boundaries, and we consider everyone who has received a diagnosis of cancer a survivor.

CanCare serves all individuals facing cancer and their caregivers who seek emotional support, regardless of faith, race, ethnicity, age or socioeconomic background. As an interfaith organization, CanCare is not represented by one religion. In fact, our volunteer base is comprised of individuals who practice a variety of faith traditions.

CanCare’s Undergirding Convictions

When Anne Turnage founded CanCare in 1990, she established nine convictions to serve as the foundation for the organization’s work. These convictions continue to be an avenue of great hope and are reflected in the way that CanCare volunteers provide support to cancer patients and their caregivers.

9 basic convictions:

1. Healing and Survivorship

Healing comes from God and is available to every person experiencing cancer; however, healing does not always mean being cured. Healing begins when a person facing cancer chooses to live as a survivor.

2. Person First, Patient Second

We approach survivors first as people, and second as patients. As one client told us, “If I am treated like a patient first, that becomes what is defining me – my disease. But if I am treated like a person, I am a person who happens to have cancer, or my loved one happens to have cancer, and we are facing it together.”

3. Cancer’s Collective Impact

Cancer never only impacts the person who has been diagnosed. It impacts all of their relationships, particularly their immediate family.

4. Individual Spirituality

Many patients and caregivers face spiritual challenges as they experience fear and anticipate suffering. Volunteers trust that patients and caregivers have a sense of what they believe and that patients and caregivers lean on these beliefs. The role of the volunteer is to help patients and caregivers nurture and embrace their individual spirituality as they seek hope.

5. Realistic Optimism

Realistic optimism is an effective mindset that can help cancer patients and their caregivers take the initiative to shape their lives and their future. Hope, defined as a commitment to the future, often begins with realistic optimism.

6. Family Dynamics

Cancer affects the entire family. In the face of a cancer diagnosis, family members may need to shift roles and responsibilities and change their expectations of one another. Though families experience great challenge, they are the key component of the healing process.

7. Experiences, Gifts and Gratitude

At CanCare we believe that past experiences teach lessons and offer us gifts that can be used to help others. It is in the recognition of these gifts that we can become grateful for experiences, even difficult ones. CanCare volunteers discern their gifts and commit to sharing them with others.

8. The Unique Cancer Experience

Every person's cancer experience is unique and must be respected as such. Patients and caregivers have varying physical reactions, emotional journeys and family dynamics. It is very important to let each person be "where they are," not where we think they should be.

9. Uncertainty and Effective Listening

CanCare's purpose is to help survivors and their families cope with the unknowns that arise following a cancer diagnosis. Volunteers create a "safe space" for patients and caregivers to process these uncertainties through confidential and nonjudgmental listening.

Chapter 3: Programs and Services

CanCare Volunteer Training

CanCare requires that all one-on-one and hospital support volunteers complete a rigorous training that equips them with the tools and resources needed to effectively provide long-term emotional support to cancer patients and caregivers.

CanCare Volunteer Training involves workshops and presentations facilitated by doctors, expert psychotherapists and CanCare staff. Volunteers participate in interactive courses, panels and discussions that cover the following topics: listening skills, theological reflections, dealing with challenge, doctor-patient relations, coping with uncertainty, visiting skills, emotions of cancer and volunteer experiences.

Our Core Programs

ONE-ON-ONE SUPPORT

CanCare extensively trains support volunteers who have survived cancer to provide one-on-one emotional support for cancer patients and their caregivers. Each patient or caregiver is connected with a support volunteer who has survived that same or similar type of cancer and knows personally the challenges to overcome. Patients and caregivers may also be linked by cancer stage and treatment, as well as age, gender or religious affiliation. CanCare's dedicated support volunteers offer compassion, encouragement and support for as long as desired, giving hope to patients and caregivers during their cancer journey and beyond.

HOSPITAL AND TREATMENT CENTER PROGRAM

CanCare partners with numerous medical facilities. CanCare volunteers visit cancer patients and their caregivers when they are diagnosed or as they are going through treatment. CanCare also offers in-service trainings about its services in collaboration with area hospital, clinic and treatment center staff.

Chapter 4: Getting Started, Part I

4 Elements of a CanCare Affiliate

There are four central elements involved in launching a CanCare affiliate:

1. Your Team
2. Partnerships
3. Volunteers
4. Clients

This chapter will provide an overview of these elements, equipping you with practical tools to establish a strong organization positioned for steady growth and maximum impact.

1. Your Team

LEADERSHIP TEAM

The foundation of a successful CanCare affiliate is a strong Leadership Team, a core group of three to five individuals who are passionate about the work of CanCare. Your Leadership Team will guide the organization as it grows and will, in the early stages, execute core functions, including establishing community partnerships, recruiting volunteers, organizing CanCare Volunteer Trainings and fundraising.

There are several critical roles within your Leadership Team. In the early phases of your ministry, one person may have multiple roles. The below roles are suggestions based on our existing affiliates' experiences.

Project Manager - Leads your CanCare project and has the vision for your ministry.

Training Lead - Serves as point person for your trainers' completion of the Train the Trainer program. Coordinates logistics for Volunteer Training.

Volunteer Coordinator - Recruits and interviews volunteers. Assists Training Lead in Volunteer Training planning. Engages volunteers after training.

Outreach Specialist - Manages the establishment and cultivation of congregation and medical facility partnerships. Oversees fundraising and marketing processes and initiatives.

Therapist – Provides guidance to the Leadership Team as community partnerships are established. Provides expertise during Volunteer Training.

Medical Professional – Facilitates partnerships with medical facilities. Participates in Volunteer Trainings.

Religious Lead – Facilitates partnerships with faith communities. Provides expertise during Volunteer Training.

Trainers – You need at least **three** trainers to manage volunteer trainings. These trainers can certainly occupy other roles as well. One of your trainers should be a mental health professional (i.e. a therapist, counselor, clinical social worker, psychologist or psychiatrist). Ideally one of your other trainers would be a religious leader.

OTHER ROLES

There will be more work to do as your organization grows, which will require a larger team of volunteers and some staff positions. A larger team might look like this:

Communications Coordinator – Compiles and publishes CanCare volunteer monthly e-newsletter. Writes and proofreads social media content. Offers strategic direction to CanCare communications and initiatives.

Training Coordinator – Manages, develops, coordinates and conducts CanCare Volunteer Trainings and other educational programs for volunteers. Screens prospective volunteers. Plans continuing education for volunteers.

Community Outreach Coordinator – Develops and maintains relationships with businesses and civic groups. Participates in community events and meetings.

Faith Outreach Coordinator – Identifies potential partner congregations. Encourages clergy to establish CanCare support groups within their congregations. Inspires congregations with trained CanCare volunteers to increase their involvement.

Marketing and Public Relations Coordinator – Develops marketing and public relations strategy that supports the cultivation of meaningful relationships with targeted audiences, including the media and key stakeholders. Develops and maintains media contact database. Works with the Communications Coordinator to maximize the impact of electronic communications. Writes press releases; produces advertising and marketing collateral. Prepares articles for local CanCare e-newsletters.

Development Coordinator – Plans and manages fundraising programs and events. Cultivates and maintains relationships with prospects and donors. Writes grant requests. Recruits sponsors and volunteers for fundraising events. Pursues and supports corporate partnerships. Creates and maintains donor database.

Hospital Relations Coordinator – Serves as liaison between CanCare and medical facilities. Maintains inventory of CanCare materials at medical facilities. Designs new materials as needed. Encourages CanCare volunteers to serve at local cancer centers. Submits monthly report of volunteer activity to the CanCare Houston office.

Volunteer Retention and Engagement Coordinators – (One individual from each new volunteer class is assigned to serve as a liaison between class representatives and the Leadership Team.) Hold quarterly social events for volunteers. They also build rapport with volunteers and encourage them to develop trust in one another. Conduct periodic surveys. Recruit new volunteers.

Friends of CanCare – A group of volunteers who are passionate about sharing CanCare’s mission with their circles of influence. Friends support CanCare’s fundraising efforts, host events and spread CanCare’s message of hope.

To view a visual representation of these roles, a sample organization chart is included in [Appendix A](#).

2. Partnerships

CanCare collaborates with congregations, medical facilities, businesses and other community entities. Staff, board members and volunteers nurture existing partnerships and develop new collaborations, thereby strengthening CanCare’s capacity to impact the lives of a growing number of cancer patients and their caregivers.

More specific information about forming partnerships in your community can be found in the CanCare Operations Manual. Below is an overview.

CONGREGATIONAL PARTNERSHIPS

Relationships with local congregations are essential to the establishment and growth of CanCare affiliates. As an interfaith organization, CanCare’s roots in faith communities go deep, beginning with its founding in 1990 as a result of its partnership with Memorial Drive Presbyterian Church. Local congregations are the primary source of volunteers and initial funding for most CanCare

affiliates. Finding at least one congregation that will support your organization with seed funding and volunteer recruitment is one of the most important steps in the process of starting your CanCare project.

To begin building partnerships with faith communities, first consider local congregations to which members of your Leadership Team have a connection. Schedule meetings with congregation leaders to introduce them to CanCare's work and impact. Continue to network and canvas your area for faith communities that may be interested in partnering with you.

Congregational partnerships are considered official when CanCare and the new partner have signed the CanCare Congregational Covenant (see [Appendix B](#)). This document outlines the commitments of both parties. CanCare agrees to process client and volunteer referrals, train qualified volunteers, respect faith traditions of volunteers, patients and caregivers and provide educational programming. In return, the congregation agrees to refer patients, caregivers and volunteers to CanCare, promote CanCare's services, allow CanCare to use meeting space as necessary and nominate a delegate to attend regular congregational relations meetings.

Partner congregations appoint a CanCare Congregational Liaison, a volunteer from the congregation who commits to being CanCare's representative in the life of the faith community. The Congregational Liaison helps to ensure that CanCare maintains a strong presence in the congregation and remains aware of people who need support services or who may be interested in volunteering. The Liaison also promotes the visibility of CanCare, disseminating information about the organization's needs, programs and services at functions such as ministry fairs, classes and committee meetings. Finally, the Liaison coordinates with the congregation's staff to execute CanCare's programming around National Cancer Survivor's Day within the congregation.

MEDICAL COMMUNITY PARTNERSHIPS

Forming relationships with hospitals, treatment centers and other medical entities lays the groundwork for the Hospital Visitation Program arm of your organization. Medical facility partners also provide client referrals and volunteers for CanCare's one-on-one support services.

Consider whether members of your Leadership Team, or people in your Leadership Team's personal networks, have existing relationships with contacts at nearby hospitals or cancer treatment facilities, such as CEOs, COOs, directorship level personnel and administrators. It is very important that you pursue hospital and treatment center partner prospects that have a robust cancer program.

After identifying key personnel at hospitals and cancer treatment facilities, invite potential partners to an initial meeting, often called a “Discovery Meeting.” The purpose of this initial meeting is for CanCare and the potential partner to learn about each other and determine if the Hospital Visitation Program would be appropriate and mutually beneficial.

Based on the first meeting, if the hospital or cancer treatment facility seems like a good match for the CanCare Hospital Visitation Program, arrange follow-up meetings that will allow CanCare and the partner prospect to learn more about CanCare’s program and logistics before making a final decision about the partnership.

Medical facility partnerships are considered official when CanCare and the new partner have signed the Hospital and Treatment Center Visitation Program Collaborative Agreement (see [Appendix C](#)).

OTHER COMMUNITY COLLABORATIONS

Partnerships with other community entities, such as businesses, local governments and other nonprofit organizations can strengthen your organization. These collaborations may be excellent referral sources for patients, caregivers and volunteers. In addition, community partners may be prospects for funding or in-kind donations. For example, a relationship between a CanCare Atlanta volunteer and a local Chick Fil-A operator resulted in the operator’s Chick Fil-A franchise donating lunch for a CanCare Atlanta Volunteer Training. Be mindful of your chapter’s present and future needs and brainstorm creative partnership opportunities.

DONOR RELATIONSHIPS

Fundraising is about creating long-lasting, rewarding and supportive relationships over time. Your donors are integral partners in your work, and it is because of their financial support that CanCare can impact the lives of people in your community and around the country. You will find more detailed information about fundraising in [Chapter 5](#) of this Tool Kit.

3. Volunteers

Volunteers carry out the work of CanCare—they are the backbone of your organization. Through the One-On-One Support Program and through the Hospital and Treatment Center Program, volunteers provide support to cancer patients and their caregivers, strengthening the survivor’s ability to cope and find resources for living within necessary limitations. For a detailed position description of a CanCare support volunteer, please see [Appendix D](#).

Volunteers can also perform administrative duties, help with CanCare Volunteer Training and assist with marketing and fundraising.

RECRUITMENT

Your primary source of volunteers will most likely be the hospitals and congregations with whom you partner. Ideally, these partners' efforts to integrate CanCare into their programming will result in members showing interest in volunteering with CanCare. Congregational Liaisons in these faith communities play a vital role in volunteer recruitment. As you network in your community, you may also find interested volunteers amongst your family, friends, neighbors and other associations. In addition, your affiliate's website will draw visitors who may want to volunteer.

CanCare requires that support volunteers be cancer survivors or caregivers of cancer survivors. Volunteers must be at least six months out of treatment and in reasonable emotional health, able to talk openly about their cancer experiences and have a mature attitude toward their cancer journeys.

CANCARE VOLUNTEER ONBOARDING PROCESS

To ensure that CanCare maintains its excellent credibility for providing services, all volunteers must complete the following steps:

1. Submit online application (complete form online at cancare.org).⁴
2. Complete orientation interview with designated CanCare staff within your affiliate. More detailed information about the interview process can be found in the CanCare Affiliate Operations Manual.
3. Complete CanCare Volunteer Training.
4. Upon demonstrating an understanding of the expectations of a trained support volunteer, sign the CanCare Support Volunteer Covenant.

YOUR FIRST CANCARE VOLUNTEER TRAINING

Once you have 20-25 people interested in volunteering with your CanCare affiliate and engaged in the application process, it is time to begin planning your first CanCare Volunteer Training. You may hold only one Volunteer Training during your first year, depending on volunteer interest and budget. However, if you have a high level of volunteer interest, it may be necessary and beneficial to hold multiple Volunteer Trainings per year, budget allowing.

Start putting together your Volunteer Training between three and six months ahead of time. A representative from the CanCare Houston office will most likely lead your first Volunteer Training. Subsequently, a member (or

⁴ <https://cancare.org/volunteer/>

members) of your Leadership Team who has completed CanCare's Train the Trainer program will lead the training. More information about the Train the Trainer program is in the CanCare Affiliate Operations Manual. The date of your first training will depend on the schedule of the trainer, as well as venue availability and the schedules of other key players, including your Leadership Team, other volunteers and panel discussion experts. Typically, trainings are scheduled over a weekend, lasting all day on Saturday and the afternoon on Sunday.

A full description of Volunteer Training, complete with a sample schedule and required materials, can be found in the CanCare Affiliate Operations Manual.

ONE-ON-ONE SUPPORT VOLUNTEERS

Upon completing the CanCare Volunteer Training, volunteers who want to provide one-on-one support are matched with patients and caregivers either locally through your CanCare organization or within CanCare's Client and Volunteer Management System, which is managed by the CanCare Houston office. The CanCare Houston office staff match patients and caregivers to volunteers based on cancer type, stage, treatment, age, gender and other factors. Houston staff also manage communication necessary to ensure that the client-volunteer connection is made.

HOSPITAL AND TREATMENT CENTER VOLUNTEERS

Volunteers who wish to interact with cancer patients and their caregivers at hospitals and treatment centers will work with your Leadership Team to find the best placement. Hospital and treatment center volunteers will need to complete any trainings, background checks and orientations required by the medical facility.

4. Clients

Your connections with local congregations, medical facilities and personal networks should begin to generate client referrals. CanCare Houston staff will try match these local clients with one of your trained local volunteers using CanCare's Houston-based database, the Client and Volunteer Management System. If there is a non-local volunteer that is a more acute match to the client due to cancer type, age, treatment or other factors, Houston staff can identify the volunteer and connect him or her with the client. In certain cases and upon request, CanCare Houston will match a patient or caregiver with two support volunteers, one local and one remote.

Local client referrals who are interested in one-on-one support will need to complete a Request for Support form found online at cancare.org.⁵ With the patient's or caregiver's permission, friends or family can also complete the form on their behalf if necessary. Once a new patient or caregiver is registered, CanCare can work towards matching him or her with a Support Volunteer.

Chapter 5: Getting Started, Part II

Core Funding and Nonprofit Status

Core Funding

BUDGET AND COST

CanCare affiliates are self-funded and self-sufficient entities. Fiscal accountability is essential as you form partnerships in your community and raise funds. Every CanCare affiliate has different funding needs depending on its collaborations, fundraising and marketing initiatives and other factors. Below is a sample list of basic costs to expect.

Basic Office Start-Up

- Office space
- Computer
- Software
- Supplies - paper, ink, pens
- Printer

Marketing

- Promotional material printing
- Email marketing service, i.e. Constant Contact

Fundraising

- Acknowledgment/direct mail printing
- Postage
- Event overhead
- Database software

⁵ <https://cancare.org/support>

Volunteer Training
Venue
Supplies (pens, notecards, folders, etc.)
Printing
Food/beverage

STARTING TO FUNDRAISE

The easiest and most effective place to begin fundraising is your circle of influence in your community. Who do you know? With your congregational partners and Leadership Team, make a list of prospects. A prospect for funding is someone who (1) you know personally, (2) has demonstrated support for various causes in the community and (3) has capacity to give. Schedule meetings with prospects, sharing your vision and start-up budget, and then ask them to support your CanCare chapter at a specific amount.

Additional sources of funding are local foundations and community organizations, such as Rotary and Kiwanis. Often hospital districts will have foundations associated with them.

IN-KIND SUPPORT

Consider asking businesses and organizations for in-kind support in the form of donated or discounted services. Local restaurants may donate food or beverages for Volunteer Training. Office supplies stores or printing/copy businesses may donate materials or printing for trainings and promotional collateral. Civic clubs or churches might be willing to offer meeting space free of charge. In-kind support can be very fiscally impactful, so treat your relationships with in-kind donors as important partnerships.

Nonprofit Status

Gaining nonprofit status as a 501(c)(3) organization is essential for long-term planning, collaborating and fundraising. However, becoming a nonprofit is not necessary in order to launch your project or accept tax deductible donations.

There are two ways to approach 501(c)(3) status: 1) Filing to become your own nonprofit organization, or 2) Finding a fiscal sponsor in your community that will allow you to operate under their nonprofit status. Filing for nonprofit status costs about \$3,000 and generally takes around six months to get approval.

Pursuing fiscal sponsorship through partner congregations has proven to be a highly effective approach to growth for CanCare thus far. Any organization that has nonprofit tax status can provide fiscal sponsorship for your project.

Sponsoring organizations agree to accept donations on your behalf, maintain a set of books for your organization, pay your bills (and/or reimburse you for your expenses), send donation acknowledgment letters to your donors, and include you in their annual tax filings to the IRS. In exchange, most organizations will ask you to pay from seven to twelve percent of your donations as an administrative fee to cover their staff time and other expenses.

Even if you are working with a fiscal sponsor, it is vitally important to keep your own records so that you know how much money you are raising and how you are spending it. You will also want to capture the names and complete contact information for everyone who is helping or interested in your ministry. This is the foundation for your donor and volunteer base, and you will want to keep these people informed about the growth and needs of your project. We also recommend that you send personal thank you notes and call the people who support you financially.

There are experts all over the country who specialize in 501(c)(3) filings, perhaps even someone within your volunteer base or within a partner congregation.

Chapter 6: Lessons Learned

CanCare Atlanta

CanCare Atlanta serves as an informative case study for a community considering launching a CanCare affiliate. CanCare Atlanta was started in 2012 by Kay Royal, a four-time cancer survivor, and Neal Kuhlhorst, an Associate Pastor of Johns Creek Presbyterian Church. Because there was no coordinated, unified cancer support program in the area at the time, Kay and Neal recognized that their community could benefit from CanCare's services. After Johns Creek Presbyterian Church generously gifted CanCare a portion of Neal's time and salary, Neal and Kay garnered support from neighboring congregations and organizations and formed a Leadership Team.

The CanCare Houston office collaborated with CanCare Atlanta to plan and implement CanCare Atlanta's first Volunteer Training in April of 2012 with 24 volunteers from the community. Shortly thereafter, the organization embarked on a partnership with Emory Johns Creek Hospital, where volunteers continue to visit cancer patients daily. CanCare Atlanta is an independent 501(c)(3) organization and its programs are thriving.

The story behind CanCare Atlanta exemplifies the importance of the elements that form a successful CanCare affiliate, as described in [Chapter Four](#). The importance of a strong Leadership Team and the backing of a local congregation cannot be overstated. CanCare Atlanta's partnerships with Johns Creek Presbyterian Church, and later other faith communities, have ensured the organization's financial stability and provided a robust volunteer base. CanCare Atlanta's growing relationships with hospitals and treatment centers provide opportunities to expand the organization's impact.

Community Assessment Worksheet

As you consider starting a CanCare affiliate, it is essential to understand certain fundamental components of your community to assess whether it has the capacity and need to support CanCare. Completing the Community Assessment Worksheet will help you determine the feasibility of starting a CanCare affiliate in your community. This form can be found on cancare.org and involves preparation and action on the following topics:⁶

- Leadership Team
- Community need

⁶ <https://cancare.org/wp-content/uploads/2020/02/CanCare-Affiliate-Checklist.pdf>

CanCare Affiliate Tool Kit

- Team vision
- Community partners
- Nonprofit status
- Start-up costs and funding plans

Once the CanCare Houston office has reviewed your completed Worksheet, we will contact you about your next steps, which will involve either further preparation or signing the Affiliate Licensing Agreement and scheduling a visit for CanCare Affiliate Orientation.

Chapter 7: How We Can Help

CanCare Affiliate Licensing Agreement

After we review and approve your Community Assessment Worksheet, we will send you our Affiliate Licensing Agreement for you to sign and return to us. The Licensing Agreement includes language regarding the following topics: terms of licensure, quality standards, costs and fees, intellectual property, indemnities and liability. Additionally, the document details the covenants (requirements) of affiliates, as well as specific support mechanisms that will be provided by CanCare, Inc.

CanCare Affiliate Orientation

Experiencing CanCare in person is the best way to fully understand the work we do. CanCare Affiliate Orientation is a four-day training designed for groups who have completed the Community Assessment Worksheet. These groups have a strong team in place, understand why they want to start a CanCare affiliate in their community, have a clear understanding of who they will serve, know what community partnerships they need to pursue and are ready to launch within six months.

We recommend that all members of your Leadership Team attend CanCare Affiliate Orientation. During your visit, you will spend time in our offices, meet key staff, interface with volunteers and gain an in-depth look at the culture and systems that support our work. We will also provide you with a business plan template for you to complete, which will help strengthen your organization and launch plan. CanCare Affiliate Orientation overlaps with CanCare Volunteer Training, which allows you to attend this training and experience CanCare from the volunteer perspective.

The fee for attending CanCare Affiliate Orientation is \$500 per group. You will also be responsible for your travel expenses. We consider the orientation fee to be a down payment on the value of what we will share with you during CanCare Affiliate Orientation, and on an ongoing basis as your program grows and develops.

Below is a description of CanCare Affiliate Orientation:

FRIDAY

History of CanCare, Mission and Guiding Principles

CanCare Affiliate Tool Kit

Volunteer Program Overview
Volunteer Culture
Onboarding Process
Training and follow-up
Appreciation and Acknowledgment
Volunteer roles
Matching Process
Hospital Program
Philosophy of Training

SATURDAY AND SUNDAY

CanCare Volunteer Training

MONDAY

Fundraising
Congregation Relations
Ongoing Support and Partnership with the CanCare Houston office

Ongoing Support

As a CanCare affiliate, you will launch your program on the solid foundation of knowledge, experience and national recognition that we have been building since 1990. In addition, the CanCare Houston office provides tools and materials to help you get started: this Tool Kit, Affiliate Orientation Training, the CanCare Affiliate Operations Manual and more.

To ensure that CanCare, Inc. is a full partner in your success and sustainability, and to help cover the expenses associated with our Affiliate Program, we require a 10% licensing fee on your gross fundraising income. As your community grows, the CanCare Houston office will continue to be a resource for your organization.

MONTHLY LEADERSHIP TRAININGS

The CanCare Houston office offers monthly phone call trainings that cover various topics relevant to CanCare management, programs and services. Topics may include fundraising, volunteer support, ethical dilemmas, community partnerships and more.

REQUESTS FOR SUPPORT REVIEW

The CanCare Houston office reviews all Requests for Support submitted online from people wanting to receive one-on-one support from a CanCare

volunteer. The CanCare Houston office staff then matches them with patients or caregivers based on cancer type, stage, treatment, age, gender and other factors.

VOLUNTEER APPLICATION REVIEW

The CanCare Houston office staff review all applications submitted by potential volunteers, flag concerns and send this information to affiliate representatives who will conduct volunteer interviews.

CLIENT MATCHING

The CanCare Houston office staff matches volunteers with patients and caregivers needing support. Matches are made based on cancer type, stage, treatment, age, gender and other factors.

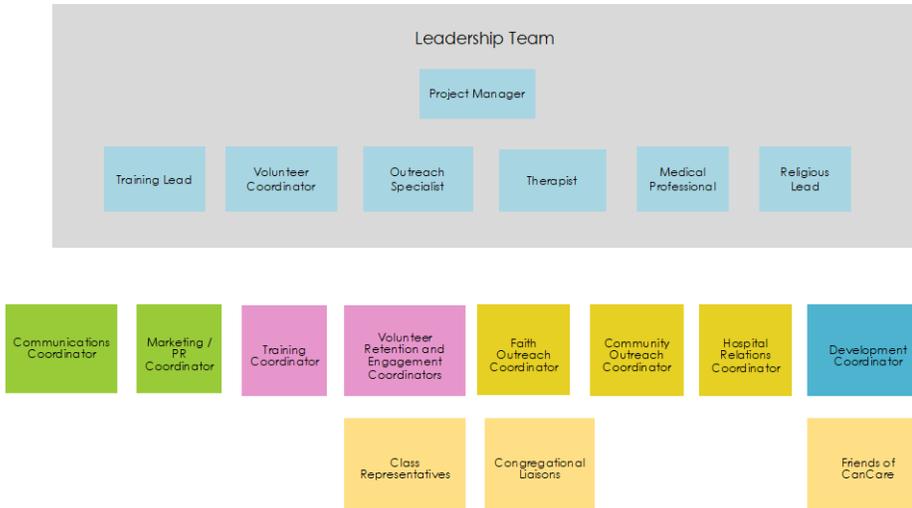
CONSULTATION AS NEEDED

The CanCare Houston office staff can provide support as you navigate the launch process and establish CanCare programs in your community.

Appendix

Appendix A: Sample Organization Chart

Sample Affiliate Organization Chart



Appendix B: CanCare Congregational Covenant

A Covenant Relationship Between
Congregation
and
CanCare, Inc.

The mission of CanCare, Inc. is to improve the quality of life for cancer patients and their families.

THE NATURE OF THE COVENANT

This covenant affirms the working relationship and mutual responsibilities of CanCare and Congregation.

Commitment by CanCare:

1. CanCare will treat every referral from Congregation as a confidential, sacred trust, offering to help and support the referred congregants and their families by trained volunteers. These volunteers will be matched as closely as possible to these clients by cancer type and treatment.
2. CanCare will train qualified cancer survivors and family members of Congregation to become CanCare volunteers. This will ensure that there will always be support from cancer survivors and caregivers.
3. CanCare promises to respect and honor the faith traditions of all of our volunteers, client referrals and their families.
4. CanCare will offer speakers and special in-service presentations to improve cancer education and to provide encouragement to all congregants, pastoral staff and congregation support organizations.
5. CanCare will share information and knowledge about trustworthy cancer resources.

Commitment by Congregation:

1. Congregation will refer its newly-diagnosed cancer patients and/or family members, with their permission, to CanCare for one-on-one mentorship support.
2. Congregation will encourage our cancer survivors and their family members to apply for training to become CanCare volunteers.
3. Congregation will regard CanCare as a pastoral unit of the Congregation. As such, Congregation will use promotional resources to encourage understanding and utilization of CanCare's cancer support services.
4. Congregation will allow CanCare to utilize available meeting rooms to host properly scheduled CanCare educational programs.

5. Congregation's Church's clergy will nominate a delegate to serve on CanCare's Board of Representatives.

Working together, Congregation and CanCare will help congregants have a more hopeful, productive and meaningful life after receiving a diagnosis of cancer.



Congregation:

By: _____

Title: _____

Date: _____

By:

Title:

Date:

Appendix C: Hospital and Treatment Center Program Collaborative Agreement



A survivor by your side.

Collaborative Agreement

_____ (Name of Hospital or Clinic)

and

CanCare, Inc.

The following is an agreement between CanCare, Inc. and _____. affirming an official and intentional collaborative relationship for offering CanCare's ministry of support to patients and their families who are being impacted by cancer. The terms and provisions of this agreement have been established on a best efforts basis and will require the signatures of the Treatment Center's Chief Executive Officer and Director of Cancer Services, and the signature of CanCare's President and CEO.

Commitment by CanCare, Inc.

1. CanCare, when entrusted with the name(s) of a cancer patient in _____, pledges to have a trained CanCare hospital volunteer visit with the patient(s) to offer hopeful support to the patient and, if appropriate, their family members who are being impacted by cancer.

These CanCare volunteers will offer support in the hospital or clinic setting as well as offer to refer the patient and/or caregiver(s) for matching with a one-on-one CanCare volunteer outside the hospital environment. The one-on-one volunteer will offer long term emotional support for the cancer survivor or caregiver. CanCare affirms that each referral will be made in complete confidence and in accordance with the Treatment Center's policy and HIPAA regulations.

2. CanCare will designate, as appropriate, one or two volunteers to serve as the CanCare Hospital Coordinator(s) to schedule and oversee the work of the CanCare hospital volunteers assigned to the Treatment Center. The CanCare Hospital Coordinator(s) will assign CanCare volunteers to their work areas.

CanCare Affiliate Tool Kit

CanCare's Coordinator(s) will also act as the liaison between the CanCare volunteers, Treatment Center's staff and the CanCare office.

CanCare will provide in-service training with _____ staff and other appropriate personnel designated to inform them about CanCare's hospital visitation program, how patients and their caregivers may access this program, and how CanCare can be used as a resource for cancer patients and their caregivers.

3. To the best of its abilities, CanCare, Inc., in accordance with HIPPA regulations and practices, will provide feedback to the Treatment Center on the numbers of patients and caregivers served and appropriate information that will enhance the Center's ability to care for the patient and/or caregiver(s).

Commitments by _____(Hospital or Clinic)

1. _____ will provide the appropriate orientation/training and identification (i.e. name badges, etc.) for CanCare's hospital volunteers so that they may be granted access to their assigned areas.
2. _____ will designate a contact person (i.e. a charge nurse, social worker, or chaplain, etc.) to direct CanCare volunteers to the cancer patients who desire and for whom it is appropriate to receive a visit.
3. _____ will ensure that physicians groups, charge nurses, social workers, pastoral care staff, and all other appropriate parties will be educated about CanCare's visitation program and how to utilize the CanCare volunteers.
4. _____ will encourage cancer survivors and their caregivers, as appropriate, to apply for CanCare Volunteer Training to become CanCare support volunteers.
5. _____ will secure consent from patients for a CanCare volunteer to visit.
6. _____ will allow the CanCare Hospital Coordinator(s) to place CanCare brochures and resources in strategic and appropriate locations.
7. _____ will consider inviting CanCare to participate in functions such as health fairs, wellness events or related educational presentations.

CanCare's Director of Program Director and _____ Volunteer Coordinator will be the primary contacts for all matters pertaining to this partnership agreement.

CanCare Affiliate Tool Kit

There are no financial obligations on the Treatment Center's part for any of CanCare's services whether for patients or employees. However, there will be voluntary opportunities for the Treatment Center to become involved in the on-going support of CanCare's mission (i.e. event sponsorships, Survivors Day celebrations, grants, etc.).

Working together, CanCare will help patients who are struggling with this disease have a more hopeful, productive and meaningful life after a diagnosis of cancer.

By: _____

Title: _____

Date: _____

And

By: _____

Title: _____

Date: _____

CanCare, Inc.

By:

Title:

Date:

And

By:

Title:

Date:

Appendix D: CanCare Support Volunteer Position Description



A survivor by your side.

9575 Katy Freeway, Suite 428
Houston, Texas 77024
P 713.461.0028
F 713.461.0704
www.cancare.org

Position Description: CanCare Support Volunteer

Description of the Work of a CanCare Support Volunteer

The primary goal of the volunteer is to provide sensitive, non-threatening support for other cancer survivors and their loved ones. The volunteer tries to help the patient, not by counseling, but by being a friend. He or she attempts to create the atmosphere in which the survivor can be most comfortable in releasing and clarifying feelings about his or her experience.

The volunteer helps alleviate the anxieties of the survivor, worries about personal obligations or about current and future medical procedures. The overall purpose of the service is to strengthen the survivor's ability to cope with his or her life as it is now, to find resources for victorious living within the necessary limitations.

Onboarding Process

1. A support volunteer is required to fill out an application form.
2. A support volunteer is required to have a personal interview before entering the training program.
3. A support volunteer will be given a chance to make a commitment to CanCare at the end of the training period. The commitment is for one year, and it is renewable for as long as the volunteer cares to work with CanCare. However, one can withdraw at any time. Also, if the Director sees the volunteer needs a break, she will ask him/her to change assignments or to take a brief rest. The Board has the authority to terminate the services of a volunteer.
4. In addition, support volunteers may be endorsed by a physician and/or minister. Volunteers may be recommended to CanCare by healthcare professionals, members of church or congregational staffs, employers or other professional associates, Cancer Counselors, Inc., The Anderson

Network, the American Cancer Society, a CanCare volunteer or other cancer-related organizations.

Experience of the Volunteer

1. A support volunteer will have had a personal experience with cancer as a patient or as a caregiver of a patient.
2. A support volunteer will be in reasonable emotional health, be able to talk openly about his/her cancer, and will have a mature attitude toward his/her own initial experience (to be determined in the interview).
3. A support volunteer will have some distance from his/her own initial experience (to be determined in the interview). Support volunteers are required to be 6-12 months post-treatment prior to volunteering.

Training

A support volunteer is never sent out without training, therefore:

1. The training consists of up to 17 hours.
2. A support volunteer will complete the designed training.
3. Training will include:
 - An oncologist's presentation on cancer: What is Cancer - How it is Treated;
 - Personal reflection on the cancer experience;
 - The disease, patterns of treatment and management (doctor/patient teamwork);
 - Getting acquainted and group-building;
 - Psychosocial aspects;
 - Helping skills—listening, visiting, communication;
4. Continuing education. An annual convention is held for continuing education and volunteer recognition. Other opportunities are available through online courses, newsletters and other CanCare communication and events.

The Work of the Volunteer

1. A support volunteer will never be sent to a survivor who does not know he/she has cancer.

2. A support volunteer will make a visit only with the survivor's permission. If possible, the volunteer will call before visiting.
3. A support volunteer will be sensitive to and work with the survivor's family and caregiver.
4. A support volunteer will respect privacy in the hospital, being careful not to interrupt the hospital routine.
5. A support volunteer will never contact the survivor's physician or give medical advice (problem areas are referred to the Director).
6. A support volunteer will respond to an assignment within 24 hours after he/she is called with a referral or will call back and ask to be relieved of this assignment.
7. A support volunteer will keep confidence.
8. A support volunteer will keep records and turn in proper reports.
9. A support volunteer will follow-up the initial visit by appropriate contacts. (Sometimes the volunteer is in contact with the survivor for an extended series of visits.) The volunteer stays with the survivor over the long haul to assure support, concern, care.
10. A support volunteer makes a commitment for a year. The commitment is renewable by mutual consent.
11. A support volunteer will always have the right to withdraw after review with the Director.
12. The support volunteer will invite the survivor to share feelings and understandings of the cancer experience.
13. The support volunteer will use his/her training, faith, insights and encouragement (based on personal experience) to help the patient improve his/her quality of life.
14. The chief skill of the volunteer will be listening; the chief message will be love and sharing.
15. Through this sharing between volunteer and survivor, their companionship will become a source of strength for both.