



NATIONAL BREAST CANCER
RESEARCH INSTITUTE

STRATEGIC PLAN 2022 - 2025





**IRELAND'S
'FRIENDLIEST
CYCLE'**



**RUNNING FOR
12 YEARS**



**€1.2
MILLION
RAISED**

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Foreword

The National Breast Cancer Research Institute (NBCRI) is a national registered charity, regulated by the Charity Regulator, that funds a comprehensive research programme at the National University of Ireland Galway. Breast cancer research has improved the diagnosis, treatment options, and outcomes for those who develop the disease. NBCRI aims to fund these research programmes to continue to impact the outcomes for those who develop breast cancer in the future. The research team, in collaboration with universities and hospitals across the globe, focuses on the development and improvement of diagnostic techniques and treatment strategies, to drive real and measurable improvement in clinical outcomes for breast cancer patients.

NBCRI is over 25 years in existence and its research facility is based in the Lambe Institute at the National University of Ireland Galway. The Charity is largely funded from voluntary fundraising activities, with an annual turnover of circa €1m.

Our researchers based at the Lambe Institute are currently working on major national and international projects to improve the diagnosis and treatment of breast cancer. This research spans the continuum from bench to bedside with the aim of improving treatments and outcomes for patients. Areas of current research include the genes responsible for causing breast cancer, newer molecular treatments, investigations into the role of stem cells in breast reconstruction and development of innovative new diagnostic devices.

Our cancer research programme is currently working on the biomarkers of response to treatment, newer therapies within the personalised medicine arena, as well as contributing to major international consortia on cancer genetics and medical devices development, while running clinical trials on newer treatments, all with the aim of improving treatments and outcomes for patients.

All of this work is substantially supported by the work of inspiring volunteers who give generously of their time, energy and resources to support the charity. Our volunteers have a common goal to make a real and measurable impact on improving outcomes for breast cancer patients.

We take pride in what has been achieved to date and we look forward to the future with optimism. With the introduction of enhanced regulation and to meet the expectations of stakeholders, it was appropriate that a realistic Strategic Plan covering at least three years should be formulated and implemented. The Board of Directors engaged advisors to facilitate a series of workshops with the team and the Board and to engage with stakeholders, to help the NBCRI in the development of this 3-year Strategic Plan. The methodology employed included us carrying out a detailed SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis and a sectoral PESTLE (Political, Economical, Social, Technological, Legal, Environmental) analysis.

The Board of Directors has embraced all aspects of the proposed Strategic Plan and is confident that it reflects the direction the Board wishes to take the NBCRI into the future. All parties are motivated to bring this Plan to a successful conclusion.



Caroline Loughnane
Chairperson



Prof Michael Kerin
Research Director

Our intentions and planned activities over the coming years are encapsulated in the six Strategic Goals we have adopted and we are determined to pursue them to the best of our abilities.

To achieve the implementation of the plan, the Board will examine the progress of the plan on a quarterly basis, so that the plan can be monitored, reviewed and revised, if necessary, in order to maintain its agreed target outcomes.

As Chairperson of the NBCRI, I would like to thank the staff of the NBCRI, my fellow Directors, our funders and other stakeholders, and Prof. Michael Kerin and the research team in the Lambe Institute, for the time, foresight, dedication and enthusiasm that they have all given to the preparation of this Strategic Plan. In particular, I would like to thank our many inspiring volunteers and supporters all over Ireland whose support continues to make a measurable impact on the lives of so many women.

The Plan was adopted in final form by the Board at its meeting on 16th December 2021.

Caroline Loughnane,
Chairperson



Executive Overview

History & Highlights

The National Breast Cancer Research Institute was founded in 1989 by Professor Fred Given in order to increase awareness, improve access to treatment and conduct internationally significant research into breast cancer. Along with funding numerous projects and breast cancer developments, the charity has funded 41 full postgraduates and 102 undergraduate medicine and science students supported as part of the NUI Galway School of Medicine summer research programme.

1991 On March 10th **1991**, former President Mary Robinson formally inaugurated the organisation and stated; "Breast Cancer is a serious problem, particularly in the West. Galway is very well serviced with expertise and resources. It is important that women are aware of this and start to value their health. It is part of the empowerment of women."

1992 In **1992**, it was estimated that 660 Irish women would die from breast cancer. Professor Fred Given and his team, consisting of two full-time technical staff, two research fellows and three post-graduate PhD students began working on breast cancer research projects in collaboration with other departments from NUI Galway and Galway University Hospital and funding from the charity.

1993 From **1993** the charity helped develop and maintain the Breast Cancer Research Lab, Clinical Science Institute, NUI Galway funding research equipment and personnel.

1996 In **1996** the annual 'Into the West' two day fundraising cycle from Mullingar to Galway was launched. The event ran for 21 years starting with just 32 cyclists and finishing in 2016 with hundreds of cyclists taking part in raising over a million euros for the charity.

1998 to present From **1998 to present** the charity gives financial support to the Clinical Breast Cancer Biobank a key resource for researchers and collaborators. This bio bank holds patient samples and data for over 25 years, enabling long term follow-up studies and development of international collaborations.

2004 In **2004**, Professor Michael Kerin was appointed as Research Director. The Research Team grew rapidly to a team of 4 academic researchers and 10 postgraduate students over the next two years.

2007 In **2007** the charity supplied a financial donation for the development of the Cancer Care West, Inis Aoibhinn Garden Room.

2008 In **2008** the charity gave public, political and financial support to the building and development of Breastcheck at University Hospital Galway.

2010 In **2010** 'Mayo Pink Ribbon' was launched. A fun community fundraising initiative throughout the county of Mayo which to-date has raised in excess of €1 million euros for the charity. 'Mayo Pink Ribbon' is community-led, and involves a fundraising cycle, community and golfing events organised yearly by an incredible voluntary committee.

2011 **2011** the National Breast Cancer Research Institute pledged a donation of €1 million towards the development of the Lambe Institute for Translational Research, a NUI Galway research facility. 2011 also saw the launch of 'Race the Rás' which has gone on to become the 'All Ireland Cycle' during COVID. To-date combined cycling events have raised in excess of €2 million euros for the charity.

2013 In **2013** fundraising golfing events became formalised with the launch of 'Play in Pink' days. This was only made possible by the tremendous support of the Irish Ladies Golf Union, now Golf Ireland. Through 'Play in Pink' the Irish golfing community has now generated over €1.5 million euro in funding to the charity.





2015

2015 The charity presented the Lambe Institute with a €1 million euros donation for Translational Research at the National University of Ireland Galway (financial support for building, equipment, personnel). This modern, functional facility is enabling the research team to develop their own research field and expand its collaborative work.

2018

In **2018** in association with Galway Races, the charity launched ‘Race in Pink’, a fundraising day that has now become one of the highlights of the Galway Races October Festival.

2019

2019 - The National Breast Cancer Research Institute is part of key research partnerships including;

- Precision Oncology Ireland (2019-24) €11.9 million national collaborative cancer centre funded by Science Foundation Ireland’s Strategic Partnership Programme.
- Centre for Research Training in Genomics Data Science (2019-2024) Science Foundation Ireland data science training centre.
- In 2020 due to the COVID pandemic the charity successfully converted its fundraising events to virtual platforms.

2021

2021 saw the introduction of a new national fundraising initiative, ‘Swim in Pink’ where people were asked to host a fundraising swim in their area to mark the end of October, breast cancer awareness month.

Over the past decade, the National Breast Cancer Research Institute has consistently helped fund the research team at the Lambe Institute NUI Galway to develop high-quality research programmes, in particular, in the study of microRNAs in breast cancer and the role played by mesenchymal stem cells in tumour targeting. The impact of that research is felt nationally and globally today.

Purpose & Governance

NBCRI is governed by a Board with 10 members, and together with the Administrative and Fundraising Team, we work closely with the Research team in the Lambe Institute.

Today the research team at the Lambe Institute is expanding due to the generosity of those who support NBCRI. Continued research into breast cancer has significantly improved treatments and outcomes for breast cancer patients. Our principal activity is to fundraise and to fund research at the Lambe Institute.

We host multiple events throughout the year to raise awareness and funds for breast cancer research. These include many successful music and sports events that are held under our own pink ribbon brand.

Key Considerations for the next 3 Years:

NBCRI has considered the factors that are expected to influence the work we do and the various sectors in which we operate over the next 3 years. To assist us in identifying the factors that have helped influence our thinking on this strategy, our funders and key stakeholders of the charity were surveyed to provide their views and inputs on the future direction of the Institute. The key factors considered in the development of this plan are:

- How do we become a more nationally recognised charity and how do we raise money on a national level to fund breast cancer research?
- How do we position ourselves within the niche segment of breast cancer research and indeed within the broader cancer research sphere?
- We must continue to identify and seek collaboration with suitable partners and achieve greater participation in multiple international research projects;
- NBCRI needs to factor in renewal and succession planning is needed for both the Board and Research team;
- NBCRI should promote greater patient involvement in breast cancer research;
- To increase our footprint and impact, we must expand and improve our digital presence;
- To be able to implement our strategy NBCRI must build the team and skills required to enable us deliver our objectives and meet our targets.

Each of these factors was discussed and considered when developing our new strategic plan, which is now set out in the following sections.

An analysis of the key risks associated with implementation of the strategy was also considered and is presented in section 7 of this report and these risks will be actively monitored and integrated with NBCRI’s Risk Management System for the purposes of risk oversight.



Statement of Mission, Vision and Values

Our Mission Statement

To improve patient outcomes by raising funds in support of world-class, impactful breast cancer research at the Lambe Institute, National University of Ireland Galway.

Our Core Values

OPENNESS:

We are open and transparent in all of our reporting and communications.

PATIENT-CENTRIC:

Everything we do is driven by the needs of breast cancer patients

INNOVATION:

We are forward-thinking and strive to develop innovative solutions that will enhance breast cancer prevention, diagnosis and treatment

QUALITY OF LIFE:

To improve quality of life for those living with and beyond breast cancer.

VOLUNTEERISM:

We embrace an ethos of volunteerism and we value the time, talents, and passions of community volunteers who make it possible to deliver our research programmes.

Our Vision Statement

To enhance quality of life and provide better outcomes for all breast cancer patients through new discoveries in prevention and cure.

Strategic Goals

To help us succeed, NBCRI has identified six key strategic goals that form the primary drivers for the Board and staff over the lifetime of this plan. All of our objectives and activities over the next 3 years are designed to support NBCRI in the delivery of these goals.

- > To support the development of a European accredited and comprehensive cancer centre through high impact breast cancer research at the Lambeth Institute
- > Grow existing breast cancer research and support new research through increased and focused fundraising
- > Increase the awareness and national reach of NBCRI and give the public a more effective and active role in breast cancer research through public and patient involvement
- > Be fully transparent and compliant with all statutory and regulatory requirements
- > Provide the organisational capability to deliver the ambition and goals of our strategy
- > Develop strategic relationships with external stakeholders and cultivate our influence for world-class collaboration

Win a BMW





All Ireland Event

Over €800,000 Raised

Creating a cycling community nationally for breast cancer research

Strategic Objectives

NBCRI has defined an extensive set of strategic objectives to support the delivery of its goals over the next 3 years. We will assign the necessary resources to drive these objectives and to help deliver the target outcomes we have set for the charity within this plan.

Goal 1:

To support the development of a European accredited and comprehensive cancer centre through high impact breast cancer research at the Lambie Institute.

STRATEGIC OBJECTIVE	TARGET OUTCOME
1. Periodic Review of Strategy with Research Team.	<ul style="list-style-type: none"> Building strong relationship with the Research Centre. Ensure ongoing alignment.
2. Translate research into stories to help secure funding.	<ul style="list-style-type: none"> Research is more accessible to donors to secure funding.
3. Publish annual research report to inform the funding community.	<ul style="list-style-type: none"> To make the community aware of the research and outputs, the breakthroughs and the successes. To demonstrate funding impact.
4. Support the development of a defined cancer centre.	<ul style="list-style-type: none"> Infrastructure is in place. Increase the number of funded research personnel. Academic Outputs – Grants received, papers produced, high quality outputs. Achieve local, national and international collaborations.

Goal 2:

Grow existing breast cancer research and support new research through increased fundraising.

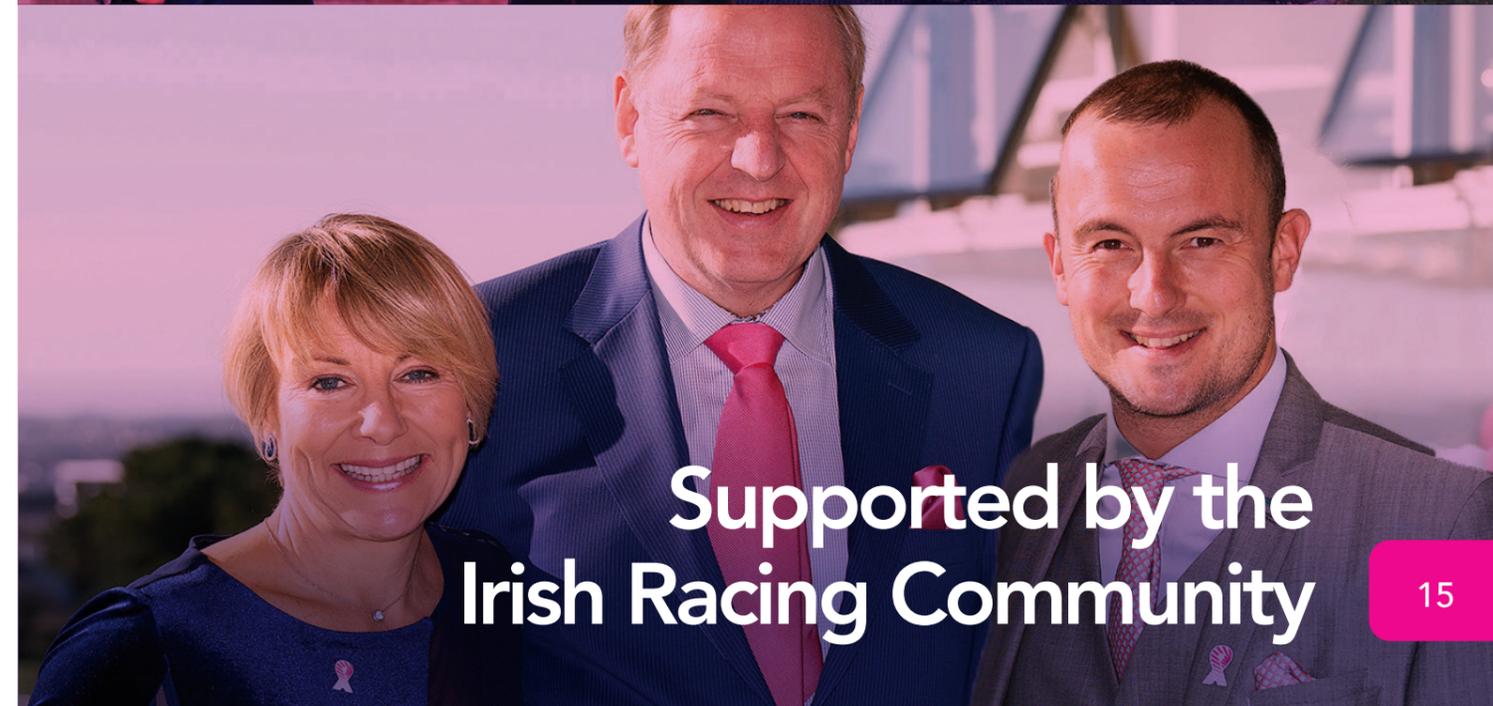
STRATEGIC OBJECTIVE	TARGET OUTCOME
5. Obtain a greater number of major donors (corporates and individuals).	<ul style="list-style-type: none"> Fundraising outcome of 20% incremental growth over 3 years. Align to projects and research targets.
6. Diversify funding opportunities, while supporting and developing current major fundraising events.	<ul style="list-style-type: none"> Broader range of high value activities running annually, to diversify risk of over-reliance on a small number of key events.
7. Matching funds with the University and other partners.	<ul style="list-style-type: none"> Maximising and leveraging our investment.

Goal 3:

Increase the awareness and national reach of NBCRI and give the public a more effective and active role in breast cancer research through public and patient involvement:

STRATEGIC OBJECTIVE	TARGET OUTCOME
8. Use PPI in design, implementation and dissemination of research.	<ul style="list-style-type: none"> Public and Patient Involvement is embedded in research supported by NBCRI. Ensure the charity's plans and activities are informed by patient perspective and insight.
9. Go national with events and activities, run more events.	<ul style="list-style-type: none"> Build regional committees to run events, or if necessary, at first run an event and pull a committee around this with a view to taking it over. Target of 6 regional committees within 3 years.
10. Build a national brand.	<ul style="list-style-type: none"> Highlight the national aspects of our existing events, e.g. cycling and golf – people participation – build strategy around the events. Branding incorporates the power of Play in Pink, Race in Pink, Cycle in Pink etc. Undertake regular market research to ensure brand is aligned with mission and vision of the NBCRI

Race in Pink



Number 1
most common cancer
among women in Ireland
(excluding skin cancers)

Approximately
16 Men
will develop breast cancer
each year in Ireland

1 in 7
Irish Women
will develop
breast cancer during
their lifetime

33,352

People currently living with breast cancer in Ireland

10 researchers currently
supported by NBCRI

8 students directly receiving
NBCRI support or NBCRI
partnership funding

At any one time, 10-15 projects
are supported by NBCRI funding

Woman
are most
commonly
diagnosed
after the age 50

STRATEGIC OBJECTIVE

TARGET OUTCOME

11. Developing new
partnerships.

- Harvest one additional principal development opportunity per annum.

12. Develop national
communications and
marketing strategy.

- Implement communications and digital marketing strategy.

Goal 4:

Be fully transparent and compliant with all statutory and regulatory requirements.

STRATEGIC OBJECTIVE

TARGET OUTCOME

13. Maintain full compliance
with all regulatory
requirements of the
Charities Regulator.

- Retain charity and tax status.
- Become and continue to be fully compliant with the charities code.

14. Provide full and open
reporting to key funders
and stakeholders.

- Funders fully satisfied in relation to reporting from NBCRI.
- That funders and stakeholders will have access to all NBCRI statutory and regulatory reporting.

15. Adopt and implement a
best practice governance
code.

- Governance code adopted and fully implemented.
- NBCRI is seen as best practice practitioner in governance.

Goal 5:

Provide the organisational capability to deliver the ambition and goals of our strategy.

STRATEGIC OBJECTIVE	TARGET OUTCOME
16. Creation of a skilled workforce.	<ul style="list-style-type: none"> • Team with the requisite skills in place to deliver the strategy. • Team size and recruitment aligned to implementation of strategy.
17. Engage undergraduates and postgraduates funded by NBCRI to help raise the profile of the charity.	<ul style="list-style-type: none"> • Speaking at Fundraising events, webinars or promotional videos
18. Develop and implement appropriate succession plan.	<ul style="list-style-type: none"> • Appropriate succession plan in place. • Addresses emerging areas and new requirements.

Goal 6:

Develop strategic relationships with external stakeholders and cultivate our influence for world-class collaboration.

STRATEGIC OBJECTIVE	TARGET OUTCOME
19. Being part of the national cancer conversation.	<ul style="list-style-type: none"> • Be at the discussion with other Cancer Bodies re: delivery of National Cancer Strategy 2017-2026. • Stronger communication channel between all cancer representative bodies in Ireland.
20. Select and form strategic alliances through multinational research collaboration.	<ul style="list-style-type: none"> • Faster rate of progress through more focused collaborative research with selected world class international research institutes. • Adding value to research programme.

Swim in Pink

A National Swim for Breast Cancer Research



Walk in Pink

7km on
Mother's Day



Family Fun



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