

CMF
three year development plan
investing in CMF's ministry



uniting + equipping Christian doctors





CMF three year development plan



CMF has been equipping and mobilising Christian doctors for over 60 years and the last few years have been our most fruitful ever.

Our membership of 4,000 doctors and 1,000 medical students is served by a staff of 25, with a busy conference programme, contemporary and relevant publications and exciting opportunities for personal development and ministry.

But now as Christian doctors we face new and urgent challenges: growing health needs, shrinking health budgets, uncertainties about the future direction of the health service and increasing hostility to our Christian faith and values.

On the other hand there are unparalleled opportunities for us to show Christ-like compassion, speak up for the voiceless and demonstrate whole-person care in a world where health needs are growing and many are searching for meaning and purpose.

At such a time as this, the need for Christian doctors and nurses to 'stand in the gap' together is greater than ever.

Our plans for the next three years are therefore ambitious and involve steady expansion in our activity. They are also realistic, reflecting the task in hand and the nature of the challenges we face.

We need to strengthen our ministry, increase our membership, raise our public profile, mobilise for mission, serve the church more effectively and build our capacity to deliver our objectives. To achieve these goals we must significantly increase our financial resources and raise *an additional* £1,200,000 over the next three years.

For this we are turning to you our members who share our vision and have supported our work so generously in the past, to invite you to lend us your support.

We pray that having heard about our plans, you will give as generously as possible and in accordance with your means.

For you know the grace of our Lord Jesus Christ, that though he was rich, yet for your sake he became poor, so that you through his poverty might become rich... Now finish the work, so that your eager willingness to do it may be matched by your completion of it, according to your means. (2 Corinthians 8:9,11)

In Christ Jesus



Dr Nick Land
Chair, CMF Board of Trustees



Dr Peter Saunders
Chief Executive

Five years of growth 2006 - 2010

In 2006 CMF faced massive challenges. After a period of rapid growth since 2000 our staff were overstretched, our administrative systems were creaking, we faced a large financial deficit and the building we had rented for 25 years was being sold. In addition the BMA, RCP and RCGP had adopted a neutral position on euthanasia and Lord Joffe had introduced a bill to legalise assisted suicide threatening to change the whole practice of medicine. Any one of these challenges on top of our normal activities would have been formidable. In combination they looked impossible to overcome.

But by God's grace the fellowship rose to the occasion. We raised £1.2 million in gifts and pledges to purchase our own property, turned around our ministry deficit, played a key leadership role in defeating the Joffe Bill and bringing the BMA, RCP and RCGP back to opposing euthanasia, and we embarked on a process to restructure and build our staff team and upgrade our administrative and financial systems. The redeployment of £1 million from our merger with the Medical Missionary Association in 2004 was a great help throughout this period of transition.

Since 2006 our graduates, students and international ministries have blossomed and we now have our richest and most varied range of conferences, publications and resources ever. We have also established ourselves as the leading UK Christian voice on issues at the interface of faith and medicine with over 250 media interviews in 2010 alone.

We have a new departmental structure, new database, new financial systems and have reformed ourselves as a charitable company with a new board of trustees.



Furthermore since 2007 we have paid off over half of the £1,000,000 mortgage on our property and, despite being hit by a shortfall of donation income during the recession, with the help of legacy income and tight controls on expenditure we have managed to finish with a budget surplus in both 2009 and 2010 leaving us with over £200,000 in *surplus* reserves.

We believe that God has resourced us in order that we might serve others more effectively.



Proposed new developments 2011 - 2013

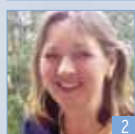
As we have earnestly and prayerfully sought God's leading we have identified eight key areas of growth to target over the next three years aimed at **strengthening our ministry** and **serving the church**.

Some of these developments are already underway, using surplus reserves, in order that we can truly 'hit the ground running' in achieving our objectives.

■ Strengthening our ministry to doctors



We have just appointed three part-time medically-qualified field workers (Audrey Chalmers(1), Fiona Schneider(2) and Charlotte Hattersley(3)) to work alongside



Pablo Fernandez(4), our new head of graduate ministries, so that we can support juniors, GPs and



hospital doctors better, recruit new members and strengthen local and specialty groups. We would like to reinvigorate our regional team structure and appoint **two more part-time staff workers by 2013**.



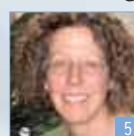
In addition we are seeking to recruit 20-30 doctors to 'drop a day for CMF' – i.e. to give one day each week on a voluntary basis to support and disciple Christian medical students and doctors.

■ Consolidating our student ministry

Students are our future and the lifeblood of CMF and although our student ministry is strong we cannot rest on our laurels. We need new ways of working if we are to disciple students effectively in a world increasingly hostile to Christian faith and values, and dominated by 'social networking' and the IT revolution. Investment in new training, resources and support is essential if we are to hold on to our current student members, help

them grow and secure CMF's future. We therefore aim to appoint **two new part-time medically-qualified field workers by 2013** in order to strengthen links between doctors and students in every medical school.

■ Building our ministry to nurses



While CMF is large and strong, our sister organisation Christian Nurses and Midwives (CNM) remains small, struggling and relatively unknown. In order to serve our Christian colleagues in nursing better we have, with CNM's full support, rebooted their ministry by appointing in 2010 a **full-time nurses' staffworker** (Annie Leggett(5)) alongside Steve Fouch, our head of allied professions, with the aim of growing CNM from the bottom up. We would like to appoint **one more part-time staff worker by 2013**.

■ Developing our communications



CMF has made great strides in strengthening our IT systems and our new DVD communicated powerfully and inspired members about all that we were already doing. We have now appointed a **new specialist communications team** including a new head of communications, Catherine Butcher(6), new senior editor, Phil Nicolls(7) and new media producer,



Andrew Horton(8). We plan to launch a **new website containing internet forums, videos, MP3s and a media centre** as well as informing and connecting members in regions, workplaces, churches and specialties more effectively through e-communications, new media and social networking.

■ Engaging churches

CMF members all belong to and serve local churches, and churches need our help to address the growing number of issues at the interface of Christianity and medicine that impact on their members. We plan to engage more with local churches by identifying, resourcing and linking our members within UK churches, helping churches to serve their health professionals better, establishing a 'Friends of CMF' and 'Link churches scheme' and providing resources, speakers, media and literature, including a new churches' website, to help churches equip all their members better in a constantly changing world.

■ Influencing public policy



CMF has played a major role in shaping UK public policy over the last five years and has spearheaded several effective campaigns that have mobilised Christian doctors and members of UK churches to make a real impact for the Kingdom including 'Care Not Killing', 'Alive and Kicking', 'Time for Change', the '20 weeks campaign', the 'Westminster 2010 Declaration' and 'the Resistance Campaign'. With the appointment of a **new head of public policy** (Philippa Taylor(9)) we will build on this solid record, resourcing our members and staff to stand for justice and be a voice for the voiceless in the public square.

■ Mobilising for mission

As one of the largest and strongest of ICMDA's 70 national Christian doctors' movements CMF is increasingly approached with requests and opportunities to fight alongside Christian colleagues in developing countries as they respond to the burgeoning medical and spiritual needs that surround them. **Mobilising our own members to serve long-term and short-term abroad** and equipping our international partners with financial, literature and training resources to respond with Christ's love to a world ravaged by the assaults of war, famine, natural disasters, epidemics and untreated disease, remain central priorities.

■ Establishing Johnson House

Our new home in Marshalsea Road, which we were able to purchase with the generous gifts of members in 2007, has not only proved a great blessing to CMF but has also helped us bless other like-minded partner organisations. As a result of further giving and careful planning we have already reduced our initial mortgage of £1 million to £480,000. We would dearly love to complete this work and pay off the remaining mortgage. **This will free up about £30,000 more each year for ministry.** We would also like to develop further our ground floor conference centre into a first class venue both to serve our partners and also to generate further income.

In order to bring all these dreams to reality we are now establishing a **development fund** to meet our additional needs over the next three years.

We can only achieve these goals with your help.



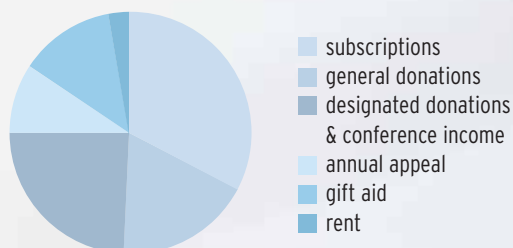


the new development fund

CMF is already a growing medium-sized charity with 25 staff and an annual ministry turnover of over £1,000,000.

We receive virtually no funds from trusts, companies or government and so we need help from our members; help that is *above and beyond* the general subscription and committed additional donations we already receive.

Our current income comes almost entirely from our members in: subscriptions (33%), general donations (18%), designated donations and conference income (24%), autumn appeal (9%), Gift Aid recovery (13%) and rent (3%).



We know and understand that our members' circumstances are all different, and their resources may already be committed thoughtfully and prayerfully.

However, we believe there are those who would like to prioritise CMF in their giving; please read the information below and help us to preserve and grow our work in this uncertain time. We currently hold over £200,000 in *surplus* reserves which will offer some cushion during this period of growth.

The cost of providing for our new staff (over three years) and developing our plans to strengthen our ministry, engage the churches and mobilise for mission will be an extra £700,000. After these ministry targets are met, to pay off our remaining mortgage would cost £500,000 more making £1,200,000 in total.

Ministry targets	£700,000
Johnson House	£500,000
Development Plan Target	£1,200,000

This is a major target for CMF, the like of which we have not attempted to raise since the initial purchase of Johnson House, and we need to reach it over the next three years *while at the same time maintaining our regular income*.

With this new development fund, CMF will be in a position – stronger than ever – to ‘stand in the gap’.

Breakdown of financial needs 2011-13

Needs	2011	2012	2013
Expected general income from subscriptions, donations, gift aid, rents and annual appeal	806,200	820,600	835,800
Expected ministry income for specific departments	223,300	216,300	221,800
Total expected income	1,029,500	1,036,900	1,057,600
Budgeted ministry expenditure	1,325,500	1,315,600	1,346,700
Budgeted ministry deficit	296,000	278,700	289,100
Surplus free reserves brought forward	217,000	90,000	62,300
New income required for new ministry developments	169,000	251,000	297,500
Remaining free reserves	90,000	62,300	70,700
New income required to pay off Johnson House mortgage	131,000	170,000	200,000
Total new development Income required	300,000	421,000	497,500
Total needed over three years:	~ £1,200,000		

Full detailed accounts and three year budgets are available on request.

how you can help

You can make a difference... at a much lower cost than you might imagine. We need to raise £1,200,000 additional income over the next three years. Please study the table below to help you identify the level at which you are able to contribute.

For example, if you wanted to make a gift of £3,000 to the Development Fund, you could choose either:

- a single payment of £2,400, or
- an annual payment of £800 for 3 years, or
- a monthly payment of £67 for 36 months.

If you pay tax at a higher rate, you should make a note to reclaim your tax relief when you complete your tax return. (The figures in the DARK BLUE column should not be used when writing a cheque or completing a gift form.)

If you would like to explore giving via a company, through shares or other property, or through a legacy, or have any other queries about this appeal please do not hesitate to contact us.

Of course, all types and sizes of gifts and donations are most welcome but, if you are a taxpayer, please use the table below to ensure you maximise the benefit of your generosity.

Illustration of gifts required

(also showing how to spread the cost of your gift over three years)

1.	2.	3.	4.	5.	6.	7.	8.
Value of your gift to CMF after Gift Aid is recovered	Your annual payment over three years before Gift Aid is recovered	Your monthly payment over three years before Gift Aid is recovered	Your total payment over three years or cost of a one-off gift before Gift Aid is recovered	Actual Monthly cost over three years to a 40% tax payer	Actual total cost over three years or cost of one-off gift to a 40% tax payer	Actual Monthly cost over three years to a 50% tax payer	Actual total cost over three years or cost of one-off gift to a 50% tax payer
£	£	£	£	£	£	£	£
1,000	267	22	800	17	600	14	500
3,000	800	67	2,400	50	1,800	42	1,500
5,000	1,333	111	4,000	83	3,000	69	2,500
10,000	2,667	222	8,000	167	6,000	139	5,000
20,000	5,333	444	16,000	333	12,000	278	10,000
30,000	8,000	667	24,000	500	18,000	417	15,000
50,000	13,333	1,111	40,000	833	30,000	694	25,000
75,000	20,000	1,667	60,000	1,250	45,000	1,042	37,500
100,000	26,667	2,222	80,000	1,667	60,000	1,389	50,000

Please read these notes carefully:

1. Calculations in this table are based on basic rate tax at 20%, and higher rates of 40% and 50%.
2. Figures have been rounded.
3. Please make sure that, when you have decided the right level for your gift, you use the figures in the columns coloured LIGHT BLUE to write a cheque or complete your form. The figures in the DARK BLUE column show what this gift will actually cost you if you pay tax at one of the higher rates - after you have reclaimed higher rate tax relief in your end of year tax return.

enquiries & contributions

Please address enquiries and send contributions using the form provided to:

Gwen Gowers
CMF Development Fund
Christian Medical Fellowship
6 Marshalsea Road
London SE1 1HL
Telephone: 020 7234 9663
E-mail: developmentfund@cmf.org.uk

Cheques should be made payable to:
Christian Medical Fellowship

Because CMF has charitable status, we are able to reclaim tax on all donations that UK taxpayers make, increasing the value of the gift to CMF and decreasing the cost to the donors.

If we do not already hold a Gift Aid declaration for you and we receive a contribution, we will contact you to see if you are able to sign one.

Christian Medical Fellowship. Registered charity no. 1131658
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Charles Wright Fundraising Consultancy, Ettington Park, Warwickshire CV37 8BS has been retained as fundraising consultant to the Christian Medical Fellowship solely on the basis of a fixed fee agreed in advance. No commission is payable and all monies donated will be paid directly to the charity.

The projects detailed in this document have been carefully formulated to meet the needs of the Christian Medical Fellowship. The right to make changes in the light of altered circumstances must, however, be reserved.