

આઉ કૈસર બારે  
ગંલબાત કરીએ

# Let's talk about cancer

Hãy nói về  
bệnh ung thư

## A guide to running a successful Cancer Pop Up Shop

The 'Let's Talk About Cancer' Pop Up Shop Pilot  
Project was supported by the Victorian Government.



An Australian Government Initiative

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ગોલબાત કરીએ

# Let's talk about cancer

Chúng ta Hãy Nói  
chuyện Ung thư

pop-up shop  
plaza



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del cancro

Eija Nitkellmu  
Dwar il-Kancer

Ајде да зборуваме  
за ракот

دعونا نتحدث عن السرطان

આ કેસર બારે  
ગલબાત કરીએ

Chúng ta Hãy Nói  
chuyện Ung thư

让我们来谈谈癌症方面的问题

Pag-usapan Natin Ang  
Tungkol sa Kanser

Ας μιλήσουμε  
για τον καρκίνο

Porazgovarajmo  
o raku



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This shop is a great idea. I needed to ask questions about my sister's experience with cancer and was given lots of information about prevention for myself and daughter. I feel reassured about my sister's outcome and was very glad to talk with the nurse about my concerns for her.

— Pop up shop visitor

North Western Melbourne PHN acknowledges the contributions of Cancer Council Victoria, Western Health, and IPC Health in running the Cancer Pop Up Shops in Melbourne in 2018.



NWMPHN acknowledges the peoples of the Kulin nation as the Traditional Owners of the land on which our work in the community takes place. We pay our respects to their Elders past and present.

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# Introduction

This guide has been created to help you run an effective Cancer Pop Up Shop. It draws on a successful pilot of two Cancer Pop Up Shops in Melbourne's western suburbs in 2018.

'Pop up shops' are temporary shops. Their short-term nature can create excitement and entice people to visit. Businesses use pop up shops to engage new customers – especially those who might be difficult to market to otherwise.

Despite the delivery of widespread cancer information through a number of organisations and websites, some groups lack access and opportunities to receive information in a form they can understand, and are therefore at greater risk.

Cancer is well-suited to the pop up shop model. It is an effective way to promote screening, prevention, treatment and support to diverse groups.

A Cancer Pop Up Shop is an explicitly free service that invites people from all walks of life to drop in and 'chat about cancer', including those who are personally affected by cancer.

It capitalises on the power of face-to-face communication to engage people who might otherwise be unaware of, avoid, ignore or be unable to understand current cancer-related campaigns. For many, an informal, one-on-one chat with an experienced cancer nurse will be much more influential than a letter, poster or television commercial.

A Cancer Pop Up Shop looks nothing like a clinic or hospital waiting room. Instead, it is warm and inviting, and sends the message that cancer can be discussed openly, without shame or fear.



## A Cancer Pop Up Shop pilot in Melbourne's western suburbs

In 2018, North Western Melbourne Primary Health Network (NWMPHN) conducted a pilot of two Cancer Pop Up Shops on behalf of the Victorian Department of Health and Human Services (DHHS).

The pilot was inspired by similar shops run in London by the National Health Service England to address regional and ethnic disparities in cancer outcomes.

Melbourne's first Cancer Pop Up Shop was held in Sunshine in February 2018, the second in Caroline Springs in June 2018. Both sought to reach people in areas where cancer outcomes and cancer literacy are poor.

Each shop opened for four weeks and was run by volunteers and nurses, including specialist cancer nurses and community health nurses trained in providing information to the public in a non-clinical setting.

NWMPHN employed a project manager, who also served as the operational shop manager. Western Health provided volunteers from its volunteer program, and cancer nurses from Sunshine Hospital. Volunteers were given training in how the shop would work, and nurses were given additional training by Cancer Council Victoria (CCV) that focused on providing information in a non-clinical setting. CCV provided its own specially trained cancer nurses and cancer-prevention staff to help run the shop. The shop also had prevention-focused community health nurses from IPC Health twice each week.

In total, more than 412 nurse consultations with pop up shop visitors were recorded, and more than 6700 pamphlets in English and other languages were distributed.

Conversations with nurses covered subjects including risk reduction, screening, early diagnosis, coping with cancer and helping a family member or friend with cancer. Multilingual nurses and volunteers held conversations with visitors in several different languages.

Nurses reported that many of the people they spoke to would not otherwise have engaged with a cancer-related campaign, or sought or understood prevention advice.

Feedback from visitor surveys was almost universally positive, with more than half of respondents singling out nurses for praise. Volunteers were also frequently commended.

**The pop up shop was great for reaching people we would not normally get a chance to speak to – people who have low health literacy and low health-information-seeking motivation.**

— Pop up shop cancer nurse

**The pop up shop environment was friendly and inviting. It felt comfortable for adults and children. Catering was also lovely. [Volunteers received] positive feedback from customers, who came in to use the services and discuss their concerns with the nurses.**

— Pop up shop volunteer

Visitors were asked what they planned to do as a consequence of their consultation. Of those surveyed, 78 per cent said they intended to take action; 36 per cent said they would make at least one lifestyle change; 30 per cent said they would talk to family or friends about cancer; and 23 per cent said they would engage in screening activity.

The shops were considered a success – reaching people who might miss out otherwise, reducing stigma, lending support and encouraging lifestyle changes and preventative action.

Challenges were encountered – including difficulties finding suitable shops to lease, problems during fit-out and delays to staff contracts. This guide gives you the benefit of those experiences to help your Cancer Pop Up Shop run smoothly.

**Throughout this guide, break-out boxes highlight personal insights and advice from the nurses, volunteers, project manager and visitors at the two pilot pop up shops in 2018. Links to relevant Toolkit resources are included at the end of each section.**



# The Cancer Pop Up Shop Toolkit

This guide is the main document in the Cancer Pop Up Shop Toolkit. It includes a range of resources to help you plan, organise and evaluate a Cancer Pop Up Shop.

## Toolkit contents

The Toolkit contains:

### **General resources**

- This guide
- [A corresponding checklist \(PDF\)](#) ([Word](#))
- [A budget template \(PDF\)](#)

### **Administrative and data collection resources**

- Sample documents including:
  - [Terms of reference \(PDF\)](#)
  - [Pilot program brief \(PDF\)](#)
  - [A simplified Gantt chart \(Excel\)](#)
  - Ethics approval items:
    - [Participant consent form \(Word\)](#)
    - [Participant information sheet \(Word\)](#)
    - [Research protocol \(Word\)](#)
  - Data collection forms for use by a:
    - [nurse \(Word\)](#)
    - [volunteer \(Word\)](#)

### **Staffing resources**

- [Volunteer position description \(PDF\)](#) ([Word](#))
- [Link to National Standards for Volunteers](#)

### **Media and communications resources**

- [Sample shopping centre 'pitch' to market shop to leasing agents.](#)
- [Sample media release from 2018 pilot](#)
- [Copy of article published in DHHS' Health Matters about 2018 pilot](#)
- [Link to Facebook page for 2018 pilot and samples of social media posts](#)
- [Video file \(YouTube\)](#)
- Files for artwork that you can adapt or reproduce for:
  - Posters and flyers ([dropbox folder](#))
  - Facebook graphics templates ([dropbox folder](#))
  - Shop signage ([dropbox folder](#))

These resources are referred to and throughout this guide, with links for easy access.

**EXPLORER**  
your family

WALK

WALK  
to do

# First steps

## Identify potential partners

It's likely your Cancer Pop Up Shop will be a significant collaborative effort. Strong relationships with your partner organisations will be vital.

Depending on the nature of your organisation, you may need help to organise and fund the staffing of shops by cancer nurses. Partners with human resources capacity to supply or recruit suitable staff and/or with ready pools of volunteers will be essential.

You will also need a project manager, communications support and a venue.

Your list of potential partners might include a cancer organisation with nursing or volunteer pools, hospital networks, volunteer organisations, community health organisations and general community organisations. Start by mapping out your staffing and volunteer requirements and making a list of potential partner organisations that could help to bridge your needs. Build relationships, if you haven't already, then hold informal talks about the potential benefits of a Cancer Pop Up Shop.

## Set-up a steering group

Next, set-up a steering group to guide the project, including representatives from all partner organisations, people with expert cancer knowledge and consumer representation.

Adding additional organisations can increase the complexity of the project and lengthen processes, but is generally worthwhile.

Include no more people than are necessary, but ensure you include people who can provide expertise and insight about the likely views of your other stakeholders – nurses, volunteers and the community.

Involving stakeholders in decision-making increases their engagement. It also allows members to identify potential areas of conflict earlier to help mitigate and minimise any issues that might arise.

  
It's important not to have just a group of health professionals and administrators in the room... It can take a bit longer to find those other people, but they help 'ground' the conversation and put it in context.

— Project manager

## Appoint a project manager

You will need to appoint a project manager early – either before or soon after your steering group is established.

Depending on the scope of your project, the project manager may be full-time or part-time (perhaps a 0.8 full time equivalent (FTE). The successful candidate will have project management experience and excellent 'people skills'. If they do not have broad cancer knowledge, you will need to be able to support them with knowledge, experience and contacts.

It's likely that your project manager will also be your shop manager, performing all duties beyond the role of nurses and volunteers. Otherwise, you will need to appoint a separate shop manager with appropriate skills and experience.

See the section on [Staffing](#) in this guide.

See the [budget template](#) in the Toolkit.



**The steering group for the 2018 pilot had 14 members. These included representatives from the project funder and partner organisations, as well as a cancer nursing academic, a volunteer group representative who lived in the area where the shop was planned, and Cancer Council Victoria's Aboriginal liaison officer, a cancer survivor.**

## Organise meetings

Early in the project, the steering group may need to meet more frequently, as many decisions need to be made.

Your project's needs will determine when meetings are held. Your schedule will depend heavily on shopping centre vacancies and the activities that need consultation and approval. Meeting every eight weeks will be impractical if you've decided to seize an opportunity to lease a shop that's available in a month's time.

As each meeting approaches, you will prepare and circulate an agenda. You can encourage a partnership approach by sharing the hosting of meetings.

## Establish your terms of reference

Terms of reference help people understand why they've been invited to join a steering group. They explain how much time will be involved, the documents they might be expected to read or become familiar with, and the outcomes that are expected from a project.

Terms of reference describe members' respective responsibilities and liabilities. You want people to arrive at meetings feeling comfortable about why they're involved and what they're expected to do.

Your steering group could develop the terms of reference together, or agree to or amend the terms the lead organisation has created.

Confidentiality is another important consideration: contracts and funding are likely to be discussed in meetings, as well as specifics of nurse conversations and medical research data subject to confidentiality rules. You may want to consider whether steering group members should sign a confidentiality statement.

See the sample [steering group terms of reference](#) in the Toolkit.

See the [sample pilot project brief](#) in the Toolkit.

## Establish your budget

For the 2018 pilot, the Victorian Department of Health and Human Services (DHHS) provided a budget, based on the costs of comparable community projects. The 2018 pilot has enabled a clearer picture of the likely costs involved in budgeting for Cancer Pop Up Shops.

It is likely that you will seek an organisation, such as DHHS, to fund the project, and they may indicate broadly how they expect you to allocate the funds. Your biggest costs are likely to be staffing, advertising, shop fit-out, leasing and insurance. You will also have to consider the cost of employing individuals or services for legal support, communications support and occupational health and safety support – whether inside or outside your organisation.

Once you have gathered detailed information about your likely costs, you will organise your own 'high-level' budget that corresponds with the directives of your project funder. This will allocate funds in more detail: for example, \$4200 to lease a shop for four weeks.

It is a good idea to create a 'tracking budget' that accurately records every expense – from labour hire to the purchase of staples.

It's also important to record any in-kind support. This might include unpaid labour, brochures provided at no cost, or free supplies for the shop. Estimate and record how much you would have spent, without the free contributions. This will help you and other organisations gauge the potential costs of future pop up shop projects. Recognising in-kind support also provides an acknowledgement of all the contributions made by individuals and organisations to achieve the project outcomes.



## How much will a Cancer Pop Up Shop cost?

The budget template in the Toolkit details the range of costs involved in organising and operating a Cancer Pop Up Shop. But as a quick guide, the main indicative costs are:

**Nurses: \$7300 per nurse, per shop**

**Shop rental: \$4200–\$10,800, for six weeks in a Melbourne shopping centre (including set-up and pack-down)**

**Design costs: \$4000–\$7000 per shop**

**Project manager salary (0.8 FTE–1.0 FTE), including on-costs of 15 per cent: \$73,600 –\$109,250 p.a**

**You may be able to reduce some costs, including by using existing resources. But it is important to be aware of potential costs and plan for them early in the project.**

**Optional: Photographer \$800-1500  
Videographer \$2000-4000**

**See the [budget template](#) in the Toolkit.**

3 reasons are  
BLE  
off today

Let's talk  
about cancer

Change is happening now  
changing lives

Maria

Volunteer

Μελάνη Ελληνικά

## Create a timeline

Creating a timeline is vital. Your opening day will depend entirely on temporary retail vacancies. Without a space to lease, you have no shop.

Popular centres will expose you to more potential visitors, but they naturally have fewer vacancies and are more expensive than other centres.

If you are committed to opening on a particular day, or even in a particular month, it's likely you'll have to compromise on location. The more flexible your opening date, the more likely you will be to find a shop that helps you reach as many people as possible from your target audience.

'Pencil in' a preferred opening day, then work backwards to allow time to organise staffing, contracts, training, shop leasing and fit-out, and media and communications activities. Allow three to four months for the creation and approval of labour hire contracts (as necessary), if you are planning to use nurses from other organisations.

Other important factors to think about when mapping out your timeline include:

- Nursing rosters (usually allocated six weeks in advance)
- Volunteer availability (which may change throughout the year)
- Public holidays, school holidays, cancer awareness days/months (which could benefit you or affect visitation).

All things considered, it is likely that you will need a lead-in time of four to five months.

Work on creating and refining your 'shop model' as you continually refine your timeline and look for shops to lease. (See the chapters [Shop model](#) and [Lease a shop](#).)

Once you've found a shop, establish your opening and closing dates and confirm these with shopping centre management and your steering group.

See the sample [Gantt chart](#) in the Toolkit.



## How long should we be open?

**You want to make the most of your efforts to set-up a pop up shop. Opening for about four weeks is recommended. The majority of people who frequent a particular shopping centre will go there within a month. Nurses and volunteers at both pilot Cancer Pop Up Shops noticed a decline in visitors by the fourth week.**

**Opening for less than a month would mean your set-up costs and work would only be invested for a few weeks. Opening for longer than a month could mean that visitor numbers fall, while you are still incurring considerable staff and rent costs. This is a case of 'diminishing returns'.**

**You should allow a week to fit-out your shop, and a week to shut-down and return the shop to its original condition. In total, this means you need a six-week lease. If costs are a concern, open from Tuesday to Saturday, to avoid paying double-time on Sundays and still give staff a two-day break. Standard opening hours in the pilot shops were 10am to 4pm. Opening hours should correspond as much as possible with the shopping centre's busiest times.**

# Shop model

## Once your steering group is established and a budget and timeline drafted, start developing your 'shop model'.

This will describe in detail your objectives, how your shop will operate, who will staff it, and the kind of information you plan to give people. It will also describe the data you intend to collect, and how it will be used. Depending on how the shop is funded, the shop model may be largely predetermined and just need some minor adjustments.

Cancer nurses and volunteers are considered integral to the concept. Your objectives will help you decide on the numbers and mix required. Volunteers can engage people at your shop entrance, or provide a sympathetic ear, before inviting them to have a chat with a cancer nurse.

Volunteers do not substitute for nurses, but encourage interaction in a low-key way and help make the shop more approachable. Volunteers can also increase your capacity to bring people through your doors.

## Staffing models

### Nurses

Cancer nurses, trained in providing information to the public, are vital to the success of a Cancer Pop Up Shop. Your shop nurses will not give individual medical advice, or provide drugs or treatments, as they might in a hospital. But their clinical experience and expertise will be invaluable in conversations about screening, prevention strategies, treatment and associated effects.

If your organisation does not directly employ cancer nurses, you will need to secure their services through another organisation such as a hospital. You might also work with an organisation that provides community nursing services. This is likely to be in the form of a contract for services.

You will draft a contract (using internal support), consult your steering group, then offer the contract to your provider for approval or amendment. Ensure you allow sufficient time for this process. (Four months were needed in the case of the 2018 pilot.)

It's important that nurses continue to report to their usual clinical line manager, who will provide clinical oversight and roster their shifts at the Cancer Pop Up Shop. This does not prevent nurses from developing a good working relationship with the shop manager. Rather, it ensures that the nurses have appropriate occupational health and safety oversight and clinical management.

### Volunteers

Volunteers can add considerable value to your shop by increasing your capacity to interact with the public and provide cancer information, via nurses.

Ideally, volunteers will be experienced and have their own manager handling rostering and any issues. Less experienced volunteers will need more support from the project manager. Volunteers without a manager will also need to be managed by the project manager (and shop manager, if these are separate people). These factors should be considered when assessing the project manager's likely workload and responsibilities.

Your partner organisations may have established volunteer programs. These could provide trained, experienced and vetted volunteers. Community organisations, charities and other not-for-profit groups could also be a source of volunteers. Working With Children Checks are compulsory and police checks are recommended.

To protect patient safety and prevent liability, volunteers' position descriptions will make clear that their role is to engage the public, listen, provide basic information about the shop and refer all other enquiries to nurses. Their role may also include data collection and provision of resources, depending on the model you have chosen. Position descriptions also set out any other requirements of volunteers, such as background checks and signing confidentiality agreements.

Before drawing up position descriptions for volunteers, consider everything you might want them to do in your shop. Even tasks as apparently simple as blowing up balloons or making tea for shop visitors will need to be specified.

Consider what you would like volunteers to wear – for example, colourful clothing, or a bright vest with the word ‘volunteer’ as in the 2018 pilot. You may also want to decide on any skills (including language skills) that would help you meet your objectives — or whether the age or gender mix of volunteers is important.

See the [National Standards for Volunteers](#).



**I can't stress how important it is to think really hard about exactly how your shop will run, and what you want your volunteers to do. We planned to offer fruit to visitors, and did so until one of our volunteers cut her hand while preparing the fruit. It was only a small cut, but we realised that cutting fruit could have consequences we hadn't foreseen – we subsequently offered mandarins!**

— Project manager

### Project manager

You will either need a project manager with broad cancer knowledge, or be able to support a generalist project manager with cancer knowledge, experience and contacts. Project management experience and good people skills are vital regardless.

The shop manager will perform all duties beyond the roles of nurses and volunteers, doing everything from administration to taking out the rubbish. To avoid liability, nurses and volunteers should only do what is stipulated in their position descriptions, and clinical line management of nurses must be maintained by a health service.

Note that if your project manager does not serve as shop manager, you will need to appoint a separate shop manager with appropriate skills and experience.

### Training

Training should help nurses and volunteers understand the purpose of what they're doing, and give them the skills and knowledge they need to do their jobs. It should give them a clear rationale that connects their role with the shop's cancer-related objectives, so they can confidently answer the question, 'Why are we doing this?'

Training should also make roles and responsibilities extremely clear – including what you do and don't want people to do. Nurses and volunteers may have considerable experience, but they will need to stay within the agreed scope of practice for the duration of the shop. Good training will help them understand why this is important, and how to effectively manage a different relationship with the public.

Liaise with an appropriate organisation, such as Cancer Council Victoria, about training for both cancer nurses and volunteers.

### Training for nurses

Your nurses will have excellent clinical experience, but may need training on providing general information in a public setting. Training, provided by an appropriate organisation, will help nurses avoid giving any medical service, diagnosis or treatment. It will teach them to assess public enquiries; provide links, information and general advice; and refer people to medical services when needed.

As part of their training, nurses will also need to be introduced to your shop model. They will need to understand their role and that of volunteers, and why and how to collect data.

Training should also ensure nurses feel confident in recording data promptly and accurately. In the 2018 pilot, nurses did not take notes during consultations, to avoid making people feel that they were not getting the nurses' full attention. Instead, nurses recorded data promptly following consultations.



**People come in and want things you can't provide them with. Some have relatives overseas they're deeply concerned about – they want help to bring them to Australia for treatment, or an Australian doctor to somehow provide a diagnosis. They are often in difficult emotional states. Your training should help your staff be prepared for all kinds of situations, as well as situations where they might feel threatened or in danger.**

— Project manager

## **Training for volunteers**

Volunteers will also need training by an appropriate organisation, as well as an introduction to your shop model and training for any data collection required of their role.

The role of volunteers is to listen and refer or ‘handover’ people to shop nurses. Volunteers should be cautioned against offering their own insights, experiences or advice, as this can detract from a visitor’s story and experience. CCV’s ‘Listen and Refer’ training, which can be tailored to take three to four hours, is an excellent way to ensure that your volunteers understand the sensitivities of their role. Training should include common scenarios and role-playing, and should be focused on empowering volunteers in their role.

In addition, your volunteer training program will need to explain your shop’s purpose clearly, the respective tasks and duties of nurses and volunteers, and how to ‘handover’ a member of the public to nurses.

Volunteers should also be trained in data collection, including why and how to ask questions, particularly of people from non-English speaking backgrounds.

Volunteers who have not performed similar roles before will also need more general training. This may include sessions on topics such as how to engage the public, role-playing conversations and learning personal presentation and listening techniques.

If volunteers have not had experience in a cancer setting before, they may also need some basic training to help them understand some of the language used and the types of concerns that people may raise. Some volunteers may also need extra support and advice when first working at your shop, to help them feel confident speaking with the public. They may also need to ‘debrief’ with their manager after conversations that trigger an emotional reaction.

## **Counselling**

Organise a counselling service that volunteers and nurses can access. Helping people work through difficult or traumatic situations can itself be traumatising – and the cumulative psychological damage can be significant.

Your shop nurses, in particular, may benefit from a regular ‘check-in’ with someone skilled at dealing with secondary exposure to trauma. (In the case of the 2018 pilot, one nurse found the weekly counselling with a psychologist extremely useful.)

## **Contingency for absences**

Ensure you have a contingency plan to deal with staff absence – for example, if nurses or volunteers are sick. Take into account the need for each shop to have at least two nurses through most of the day – especially during busy periods. Collaboration with your nurse and volunteer managers will help, and volunteers can also help by contacting each other when a replacement is needed. You may also seek to arrange an alternative pool of nurses or volunteers to call on.

## **Referrals**

Which services will your nurses refer people to? What written information or links will you provide? It’s important to have a clear understanding about how you will refer people in every situation.

In the case of the 2018 pilot, NWMPHN partnered with CCV, who along with nursing staff also provided a wide range of information resources, in various languages, their real-time multilingual translation service and access to their many other programs and services for people affected by cancer. NWMPHN also partnered with and referred on to IPC Health, a community health organisation that specialises in diet, exercise and smoking cessation services.

You may want to advise local GPs and services that you will be referring people to them from the shop, if necessary. This could help them plan for an increase in demand, and also encourage their engagement with the pop up shop.

See examples of resources available on the CCV website:  
[www.cancervic.org.au/resources/default.asp](http://www.cancervic.org.au/resources/default.asp)

CCV’s resources officer can also assist with ordering items. Call (03) 9514 6100.

## **Data collection model**

Data will help you measure whether you achieve your objectives. Your partners might also need data for other reasons, such as academic research.

Together with your steering group, decide on exactly the kind of data you plan to collect, what you plan to use it for, and how you will collect it.

Will you be asking nurses to tick boxes after each consultation, or write detailed notes? Will volunteers count the number of people who walk in? How will nurses record information — on paper and while talking to people, or on laptops, after consultations are held? Will you employ someone to create and analyse data forms?

You should also consult with whoever will be analysing the data once it’s created, to make sure you are collecting data that can be meaningfully evaluated.

In the 2018 pilot, nurses recorded the age and ethnicity of participants, to help gauge whether the shop was successful in engaging particular demographic groups more likely to be poorly informed and at risk. They also recorded information about their referrals, and asked participants to rate how likely they were to take action. Volunteers recorded more basic information, that was used to evaluate success in terms of numbers of conversations and brochures distributed.

See sample [data collection forms for volunteers and nurses](#) in the Toolkit.

**It's surprisingly easy to produce unusable data. At our first shop, both volunteers and nurses collected data on paper forms, with the nurses writing free text notes. Analysing this proved difficult. At our second shop, nurses recorded detailed data into prepared forms on laptops, as soon as practicable after consultations. This proved much clearer and more useful.**

— Project manager

## Ethics

You must gain approval from an appropriate ethics committee if you intend to collect and use data from human participants. This could include: publishing the outcomes of your shop on a website, presenting a paper or poster on your shop's experience at an academic forum or conference, publishing a report in a medical journal, or simply using the data collected to inform research.

The DHHS has its own ethics committee; hospitals, universities and large not-for-profit organisations such as CCV will also generally have ethics committees.

Ethics approval is generally not necessary if you plan to use the data for internal purposes only. Nonetheless, you should seek advice from an ethics committee before you proceed.

Note that ethics committees meet on set dates and have set deadlines to receive any documentation for review ahead of meetings. Ethics approval can be a lengthy process: factor in ethics committee dates as early as possible in your planning.

See sample ethics approval forms in the Toolkit: [participant consent](#), [participant information](#) and [research protocol](#).

## Risk management plan

### Legal risks

Cancer Pop Up Shops **must not** give individual medical advice or treatment: this can compromise public safety and exposes nurses, volunteers and your organisation to serious liability.

Consult with your legal or regulatory officer about this and other legal risks.

You must have appropriate public liability insurance. This is a requirement of shopping centres: \$20 million is the usual level of cover.

### Occupational health and safety (OHS)

You must consult with OHS staff about your shop model and create a health and safety plan. (You or a partner organisation might provide the relevant OHS personnel.) Plan for OHS staff to inspect the shop prior to opening and allow time to eliminate or isolate hazards as necessary.

You should also consult with nursing management, and volunteer management if relevant, about risks, and ensure that position descriptions clearly define tasks and minimise or eliminate risks as necessary. Ensure you include any physical tasks you might want staff or volunteers to perform – even if it's something as simple as making tea for a visitor. All areas and tasks should be covered in your shop induction.

Anyone else you engage to be in the shop, such as painters, decorators and removalists, should have their own OHS certificate that ensures they manage their own liability.

Staff should also be educated in dealing with people who make them feel uncomfortable or unsafe. Strategies include removing yourself as best as possible from the situation and alerting the shop manager and security. This should be part of the OHS plan and shop induction.

### Financial risks

Legal liability is, of course, a financial risk; the other major risk is exceeding your budget.

Regular budget tracking will help you prevent cost blow-outs. A buffer or contingency of 10 to 15 per cent is recommended. (See [sample budget template](#) in the Toolkit for common expense items and approximate costs.)

Maintain regular communication with funders and steering group about large items and potential risks. Also provide monthly updates on your expenditure to your project sponsor.

## Media and communications plan

A strong media and communications plan will not only help you explain your shop to the public, but will create excitement and entice people to visit.

It's important to have a clear idea about your shop and its objectives before you engage your in-house communications team – or, if necessary, an external team. (See [Toolkit resources](#) including sample media releases, social media posts and artwork, photographic and video files.)



### Media plan

Start early by talking to journalists and news editors, flagging your shop's launch day, then reminding them closer to the date. You might start by casting the net wide – speaking to community and ethnic newspapers and radio, as well as mainstream media. Or, you might offer an 'exclusive' first to a preferred media outlet, before seeking coverage more generally.

You will create and post regular content on digital channels such as Facebook, and buy advertising online or in newspapers or radio, as necessary.

### Shop launch

Depending on the size and capacity of your organisation, your project manager or your communications team will plan a launch.

You may invite dignitaries and representatives from relevant organisations, and negotiate speeches to be delivered. You will also prepare a press release (including quotes attributable to ministers or other key people); invite local government, community leaders and media; organise catering; and set-up digital channels, such as a Facebook page or Instagram and Twitter feeds. You may also wish to use a photographer or videographer to document your shop, and create content for use in promotion and social media. This can cost several thousand dollars, but may be useful in getting your shop out to a wide audience.

See sample [media release](#) in Toolkit.

See the [Facebook page of the 2018 pilot](#), for samples of social media posts, and links to articles published in local media.

See copy of article published in [DHHS' Health Matters](#) in the Toolkit.

See Dropbox files for [posters and flyers artwork](#), [shop signage artwork](#) and [facebook graphics templates](#) that you can amend or reproduce, in the Toolkit.

See [video](#) produced for Cancer Pop Up Shop pilot.

Video content was surprisingly useful. It cost a couple of thousand dollars, but was well worth it. Our videographer filmed the launch, as well as interviews with staff and the public when the store was operating. She also got us some great still photographs. We found Facebook really likes video – its algorithms pushed it up to the top. So if you're going to advertise through them, it becomes quite worthwhile. We created a 2.5-minute video that was great for Facebook – but I'd also recommend asking for an additional 15-second video for advertising purposes on Twitter and Instagram.

— Project manager



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# Lease a shop

## Define your search area

Finding a vacant shop, in the right area and available at an appropriate time, is likely to be one of your biggest challenges. Your sponsor organisation might have specified where your shop should be located. Otherwise, you will need to define the area where you will search for premises.

**I'd suggest that to start with, you drive around and visit the shopping centres you're considering – just get the vibe. You might even notice shops that are available. Next, contact shopping centre leasing managers directly and explain your pop up project. Real estate agents are less useful; you're not really part of their business model.**

— Project manager

Your project objectives will determine this: your intention might be to improve inequalities in cancer outcomes by targeting areas of socio-economic disadvantage. Or, your audience might be broader – people of all ages in the northern suburbs, for example.

Consider not only the immediate location of the centre, but the suburbs visitors are likely to commute from – because of freeway links and ease of access, for example. Shopping centres may have demographic data that can help too.

The broader your intended audience, the easier the search. Similarly, the more flexible your timeframe, the easier it will be to find the right shop. (Shopping centres like to fill vacant shops as soon as possible: it's extremely unlikely that they will hold a space for you for longer than a few weeks.)

It's unlikely that you'll aim to lease a shop with a street frontage – on a main street, for example. Outside the city, these shops don't have the incidental foot traffic of shops in centres – people tend to park as close as they can to their destination, rather than stroll up and down the street. Security for staff is also easier to maintain in a shopping centre than on a shopping strip. Centres have their own robust security systems and staff.

## Inspect shops – what to look for

Your store shouldn't be much smaller than about 50 square metres. You don't want people to feel crowded, and you will also need to create at least one private consultation space with a partition wall. You might also want to create an administration area.

Consider the shop's immediate location. If it's near an entrance, passing traffic will be maximised, and you'll stand a better chance of getting people's attention. But you might also contend with unexpected problems, such as wind, cold or hot weather, or traffic noise.

You also want a shop with good lighting – you don't want your shop to look or feel dark. Appropriate air-conditioning and/or heating will help to ensure people are comfortable. A toilet and washbasin are desirable, but not essential – many shops will simply be 'empty boxes' and come without any facilities.

If this is the case, make sure that there are toilets nearby, accessible to your staff and volunteers. If you don't have a washbasin, you will need to make sure that your staff can use hand sanitisers and wipes. Similarly, kitchen facilities such as sinks are useful, but not always available.

**Nineteen shopping centres were considered as part of the 2018 pilot. I spent considerable time liaising with shopping centre managers and real estate agents. Our first store in Sunshine Plaza was 90 square metres; our second in Caroline Springs was 70 square metres. Both were 'empty boxes' needing considerable work for fit-out, including sound-proof partitions, but were otherwise appropriate for the number of staff and average number of visitors.**

— Project manager

## Make contact

Shopping centre leasing managers know first-hand what is available, what is likely to become available, and how much it will cost. Contact them directly once you've decided you are interested in leasing space at their centre. A good relationship with these managers will help, as they are the 'gatekeepers' to their centres.

You could also contact commercial real estate agents or scan websites such as [commercialrealestate.com.au](http://commercialrealestate.com.au) – but direct, early contact with shopping centres is important.

## Negotiation

### Create a 'pitch'

Create a document, using images and text, to ensure leasing managers understand what the shop is about, and to assure them that you'll be of value to their centre – a vibrant, positive, attractive shop that customers will appreciate. If the shopping centre is busy, and shops are rarely vacant, you will want to impress why hosting you before securing a permanent tenancy will be worth their effort. By contrast, if the shopping centre is struggling to secure tenancies, your pitch might argue how a positive, successful pop up shop might help the centre market the space to others.

See '[shopping centre pitch](#)' document in the Toolkit.

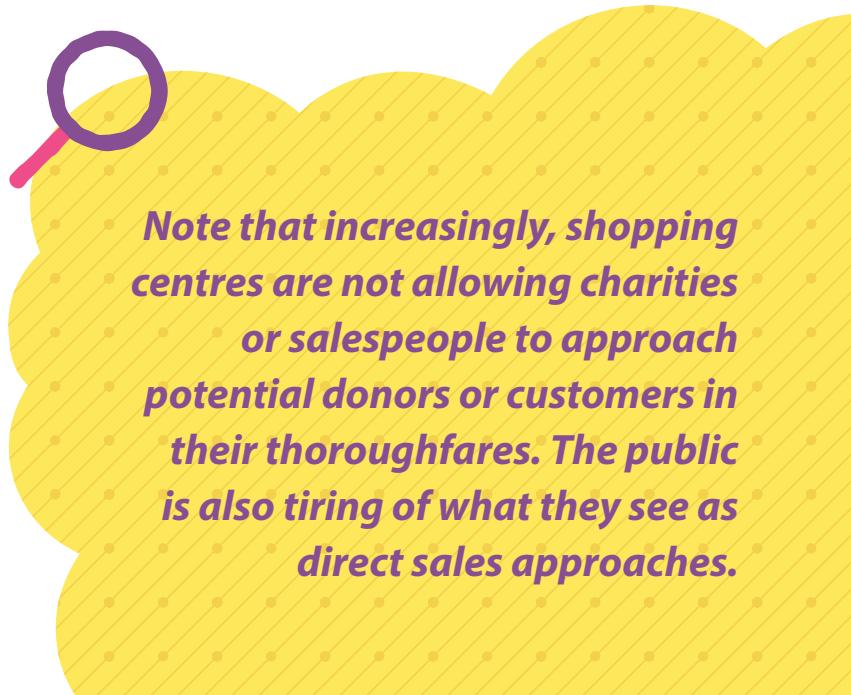
## Lease details

You will want to lease your shop for about six weeks. This will give you a week to set-up and fit-out the shop, a four-week opening period, and another week to pack away and return the shop to the centre as you found it.

Confirm proposed dates, rental conditions and payment terms with your landlord. Check the leasing agreement, using internal legal support if available, and approve and return the contract.

You will also need to conduct a final site inspection, checking for faults that the centre might need to rectify.

**In your leasing agreement, you will want to ensure that you are allowed to stand at or near the entrance of your shop, talking to passers-by and inviting them in. This is vital to the success of your shop: if a centre considers this 'spruiking' and does not grant you this permission, you may need to develop different strategies to encourage visitation.**



**Note that increasingly, shopping centres are not allowing charities or salespeople to approach potential donors or customers in their thoroughfares. The public is also tiring of what they see as direct sales approaches.**

# Fit-out

## Design

Your shop will be empty when your lease starts, with plain walls and basic fittings such as lighting. You, or an external organisation, will need to complete a 'fit-out', including signage, furniture, painting and perhaps additional fittings.

For the 2018 pilot, an agency was engaged to help determine how the shops should look, including specifying particular paint colours to use and providing templates for posters, banners and flyers. These Dropbox files for [posters and flyers artwork](#), [shop signage artwork](#) and [facebook graphics templates](#) are provided so that you can amend or reproduce them.

In general, your shop should be bright, inviting and comfortable. It should be clear that you are a free service, offering high-quality, unbiased information, and that you are not collecting donations. You may also seek the advice of your steering group.

You will need at least one separate consultation space, so that nurses can invite people to have private conversations – particularly those in difficult emotional states. You might also like to include another quiet space for the shop manager to complete administration.

We had 'free' in large letters on many of our materials and posters. Our volunteers wore bright purple vests that said 'volunteer'. Despite this, many people still weren't sure about why we were there, and whether we were driven by commercial motivations or were seeking donations. In future, I think we'd make the fact that we were a free, unbiased service even more prominent.

— Project manager

If your project's going to run for more than a year, it may make more sense to buy cheap couches than to hire them, once you factor in storage costs between shops. Your partner organisations might also have a bunch of things you might get on loan.

— Project manager

## Plan

You will need to determine who will do the actual fit-out of your shop. For the 2018 pilot, the project manager completed the shop fit-outs.

If you are managing the fit-out, start by looking at the design brief or consulting a designer. You will need to make arrangements with a company that provides and installs partition walls for shops, rent or buy furniture and other equipment such as printers and computers, book a painter/decorator, and arrange printing of posters, banners and flyers, well in advance of opening day.

Conduct a pre-lease inspection of the shop before your fit-out period starts. Check everything is clean and working, and that the floor surface is in order. You may need to hire, buy or borrow a different surface if the floor is unsuitable. For example, a cold, hard concrete floor could create poor acoustics and detract from your aim of a warm, inviting shop.

It's likely that you will also need to hire, buy or borrow:

- Tables, shelving and cupboards
- Couches and soft furnishings
- Computers and printers
- Plants
- Water cooler, kettle
- Fridge or Esky for milk and other items.

Finally, it's likely you will need to arrange appropriate assistance for moving furniture and other items into the shop – removalists, or people in your organisation who are allowed to help under OHS rules. (Volunteers will generally be excluded from such tasks.)

## Complete the fit-out

Shopping centres usually allow for a set-up period of about a week. You will need to manage:

- Delivery and installation of partition walls
- Delivery and installation of alternative flooring, if necessary
- Painting, plastering and other repairs
- Delivery and positioning of wall-hangings, posters and banners
- Delivery and positioning of furniture, plants and kitchen facilities
- Purchase of long-life consumables such as tea and coffee, plastic spoons and dishwashing liquid
- Purchase of perishable items such as milk and fruit (the day before opening)
- A final clean.

**M**  
Be aware that things can go wrong. Shopping centres want to help you – but as a short-term shop, you're not their priority. Five days before our first shop was due to open, the centre moved out a bunch of stuff that was being stored there, revealing a big rotten spot on the floor. Their handyman came in and patched it up with plywood, while we quickly arranged carpet to conceal the very ugly patching job.

— Project manager



**EXPLORE**  
your family history



**TALK** to your doctor



**TAKE**  
a screening test



**BE** healthy & active

# Run a shop

## Your shop model will determine how you run your shop.

Generally, however, you will have a shop manager and a minimum of two nurses, who alternate break times. Nurses' shifts will most likely be managed by their employer. Volunteers will likely have shorter shifts with no need for breaks. Ideally, they will also have their own manager.

A volunteer will stand at the entrance of the shop, smiling and inviting people in for a chat, advice or support. Nurses will provide consultations, tailoring general information, rather than offering individual medical advice. Multilingual pamphlets will be available, as well as a printer for additional material.

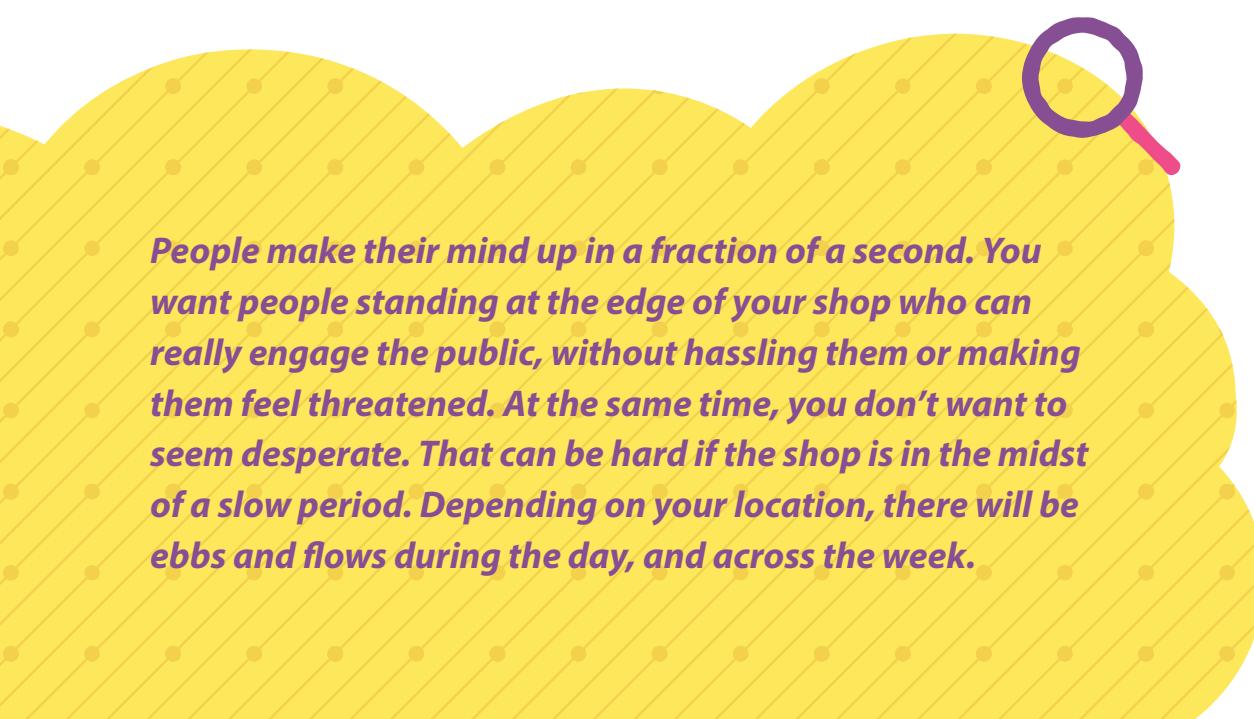
Nurses will take people to a private space to chat if necessary.

The shop manager will help to ensure things run smoothly, including ensuring that volunteers stay 'on-message'. The shop manager will also do anything outside the scope of volunteers' and nurses' position descriptions – from liaising with centre management to taking the rubbish out and changing bottles on water coolers.

The shop manager will ensure the shop is closed securely and complete any necessary administrative duties.

It is also recommended that nurses and volunteers are offered counselling to deal with any reflected trauma. Counsellors should be organised to hold sessions as required.

The shop manager could also arrange to give nurses and volunteers daily or weekly updates about shop statistics and general data trends.



***People make their mind up in a fraction of a second. You want people standing at the edge of your shop who can really engage the public, without hassling them or making them feel threatened. At the same time, you don't want to seem desperate. That can be hard if the shop is in the midst of a slow period. Depending on your location, there will be ebbs and flows during the day, and across the week.***

# A day in the life of a Cancer Pop Up Shop

**8.45am**

Shop manager buys milk, turns everything on, sweeps or washes floors, and prepares food. Completes administration on laptop.

**9.45am**

Nurses and volunteers arrive.

**10am**

Shop opens.

Nurses and volunteers interact with the public. One or two volunteers stand at the front, bringing people in to talk to nurses. Nurses consult with members of the public, tailoring general advice. People in difficult emotional states or wanting individual information and advice are taken to a private space to chat. When language difficulties arise, people are offered brochures in their first language, and a card with a number to call for the multilingual cancer helpline.

**10am-4pm**

As soon as possible after each interaction, nurses sit down and record information on a laptop.

Volunteers chat with the public, make tea and coffee, prepare simple snacks, maintain pamphlet stocks, collect data on their interactions and help to keep the shop tidy. The shop manager encourages positivity, especially in quiet times.

**4pm**

Shop roller doors are pulled down, volunteers leave.

**4-5pm**

Nurses stay a little longer, if they have more data to record. Shop manager tidies, cleans, completes final administrative tasks, locks up and leaves.

# Final steps

## Return your shop

At the end of your lease period, you must return your shop to the shopping centre as you found it. As for the fit-out period, this takes about a week. Essentially, you will complete the steps for a fit-out, but in reverse.

This means:

- Removing furniture, plants and kitchen facilities
- Removing partition walls and alternative flooring, if used
- Plastering and making any other repairs
- Re-painting the shop in a specified colour
- Conducting a final clean.

You will then arrange for the shopping centre to conduct an end-of-lease inspection.

Once the centre has 'signed off' on your shop, seek a reference from them stating that you were an excellent tenant. This, together with photos you've commissioned, could help you secure shop space in the future.

## Manage storage or return of furniture, signage and equipment

Everything that you used in your shop must now be either returned, stored or sold – depending on your plans for future shops. Be mindful that this process can be surprisingly time-consuming. Storage can be expensive, and it can also be difficult selling second-hand goods. It's also likely that you will need to arrange for removalists, who charge about \$100 an hour.

In some cases, it may make sense to donate your furniture or other items to charity, but you will need to make sure that the items can be collected and removed in a timely manner.

## Collect data and evaluate your shop

You or another organisation will now collate all the data you recorded at the shop. Analysis may be followed by formal publication of your findings, or the information may form part of a broader evaluation at the end of a series of shops. You should also aim to publicise your successes in the media and at relevant conferences and events.

If you are funded, a final report may be one of the funder's requirements at completion of the shops. You will also want to provide a synopsis to your steering group and thank them for their time and effort. You could show your gratitude and discuss the shop's successes informally at a 'thank you' event with your partners and stakeholders.

Consider what worked and what didn't work at your shop, and why. It will be important to gain feedback from both shop staff and participants. Analyse your experiences carefully, and use these lessons to inform how you run your next shop – or add to this Toolkit to help other organisations set-up a Cancer Pop Up Shop.



I had a young lady come in who admitted to just wanting to see what the shop was about. I ended up having a really long conversation with her about her cancer and how overwhelmed she still felt. We linked her in with the Healthy Living after Cancer Program and Cancer Connect [telephone-based peer support] and advised as to how to get some psychological counselling. After a few tears she felt very relieved she was going to get some help.

— Pop up shop cancer nurse

# What's Next?

The following screening services can help diagnose cancer and give you the best chance of staying healthy.

BreastScreen  
**13 20 50**

Cervical cancer  
**1800 627 701**

Bowel cancer  
**1800 118 868**

If you see or feel something that 'just doesn't seem right' – go get it checked out. It could save your life!



# Let's talk about cancer

આઉ કૈસર બારે  
ગોલબાત કરીએ  
Chúng ta Hãy Nói  
chuyện Ung thư



આપું કૌમર ઘારે  
ગાંલબાત કરીએ

Let's talk  
about cancer

Hãy nói về  
bệnh ung thư

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