

American Cancer Society

Organizational Outcomes

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PREAMBLE

We stand at possibly the most exciting moment in the American Cancer Society's history. The opportunities before us to save more lives from cancer, to truly bring this disease under control in this century, are greater than ever before. The Society is poised to help lead the global movement against cancer, and with the transformative changes under way across the enterprise, we are already becoming the nimble, high-impact organization needed to lead this charge.

But we know we will not realize our vision of a world with more birthdays – specifically, 1,000 lives saved each day domestically and potentially thousands more each day worldwide – if we are not crystal clear on the steps it will take to achieve it. This document will help guide our American Cancer Society Board of Directors in making strategic decisions in the new era of the Society. As the single governing body of our organization, the Society's Board now has greater authority and responsibility than ever before to hold the Society accountable to the goals outlined in this document. The outcomes statements included here provide the framework within which the Board will lead and act, and represent the strategic areas around which the Society will focus its operational plans and resources. These outcomes drive the Society's program of work and will serve as the basis by which we will measure and report on our lifesaving progress.

A key to achieving our goals lies in reducing cancer disparities and promoting health equity. We have seen remarkable progress in recent years in reducing overall cancer death rates in the United States, but we also know that not all segments of the US population are benefiting from this progress. We are making progress among racial and ethnic groups, and those with lower socioeconomic status, but gains we're seeing are slower and smaller – widening the disparities gap even further. If we wish to reach the goals outlined in this document, the American Cancer Society must address cancer disparities in our cancer control activities. There is tremendous potential to save many more lives from this disease by applying the knowledge we already have among the populations that need us most – and it is the right thing to do.

Working together, we will relentlessly pursue the plan outlined in this document to reach our ultimate goal: a world with less cancer and more birthdays.

Following is a description of the various elements of the Board of Directors' 2012 Organizational Outcomes.


Organizational Outcomes Plan Framework



The American Cancer Society Organizational Outcomes consist of several connected but discrete elements. This document serves as a reference and guide for decision making, for the development of operational plans, and as an organizer for measuring and reporting progress.



** Pending Board Approval*



Following is a brief summary of the framework of the American Cancer Society Organizational Outcomes, with each element described in fuller detail in the pages that follow.

Mission Statement

All elements of the Organizational Outcomes are driven by the Society's mission – *The American Cancer Society is the nationwide community-based voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives, and diminishing suffering from cancer, through research, education, advocacy, and service.*

2015 Challenge Goals

Our challenge goals for the nation include reducing cancer incidence and mortality and improving quality of life for people touched by cancer. These goals articulate the aspirations of the entire cancer community and cannot be achieved by the American Cancer Society alone.

Priority Mission Outcomes

These specific targets address areas designed to make the biggest impact in the fight to save more lives from cancer.

Organization Health & Sustainability Outcomes

Ensuring that the American Cancer Society is a healthy, competitive, and sustainable organization is the foundation that underpins our ability to achieve our organizational outcomes.

American Cancer Society Mission



“The American Cancer Society is the nationwide community-based voluntary health organization dedicated to eliminating cancer as a major health problem by preventing cancer, saving lives, and diminishing suffering from cancer, through research, education, advocacy, and service.”

- ▶ Originally adopted in 1987 and revised in 1993, our mission statement is the driving force for the organization.
- ▶ It drives our vision, our plans, and our activities.
- ▶ We deliver on this mission by saving lives and creating a world with less cancer and more birthdays by helping people stay well and get well, by finding cures, and by fighting back.
- ▶ It reflects a unique strength of the organization, which is the presence in communities nationwide, and addresses the mechanisms to accomplish our work – through research, education, advocacy, and service.
- ▶ It is a constant reminder of both who we are and where we are headed.

2015 Challenge Goals

In the two-year time period of 1996-1998, the National Board of Directors established broad “challenge” goals for the nation to articulate the vision and aspirations of the cancer community in the fight against cancer.



These 2015 goals for cancer mortality, cancer incidence, and improvement in quality of life are very bold challenges. We as a nation must rapidly apply both new research findings and what we already know about cancer prevention, early detection, treatment, and palliative care across the board to the American population.

In establishing these 2015 challenge goals for the nation, the Board of Directors recognizes that the American Cancer Society is not responsible for achieving these goals alone. Achievement will require extensive collaboration in productive ways with all other cancer control partners.

Incidence

25 percent reduction in age-adjusted cancer incidence rates by the year 2015

Mortality

50 percent reduction in age-adjusted cancer mortality rates by the year 2015

Quality of Life

Measurable improvement in the quality of life (physical, psychological, social, and spiritual) from the time of diagnosis and for the balance of life of all cancer survivors by the year 2015

Priority Mission Outcomes



Adopted in November 2011, the priority mission outcomes represent the greatest opportunities for the Society to accelerate progress toward saving 1,000 lives per day from cancer.

These outcomes reflect the strategic areas in which the Society intends to lead the way and accept accountability for this leadership.

These outcomes drive the mission activities employed by the Society and are the focus of operational plans and resources.

Lung Cancer/Tobacco Control

- Increase tobacco excise taxes in all jurisdictions, including increasing the federal excise tax.
- Increase the percentage of the population covered by comprehensive smoke-free laws, with an ultimate goal of a comprehensive, nonpreemptive federal smoke-free law.
- Develop lung cancer screening guidelines.

Lung cancer is the leading cause of cancer death in both men and women, accounting for about 28 percent of all cancer deaths and 14 percent of all cancer diagnoses. Since 87 percent of lung cancer deaths are linked to tobacco use, lung cancer is one of the most preventable of all cancers.

Stopping tobacco use, or not starting, is the single most important action people can take to reduce cancer suffering and premature death in the United States.

Advocacy efforts continue to be successful in: increasing the number of smoke-free laws, increasing state excise taxes, increasing funding for prevention programs and cessation services, and fighting tobacco industry advertising and promotion efforts.

However, progress in reducing smoking among adults and high school students has stalled in the past few years, and there is still a disproportionately high level of tobacco use among less educated adults.

Nutrition & Physical Activity

- Promote environmental change that will improve nutrition and physical activity, and advocate for related legislative policy at all levels of government.

Each year, roughly one-third of all cancer deaths in the United States are due to poor nutrition, physical inactivity, and excess weight. For the majority of Americans who do not smoke, maintaining a healthy weight, being physically active, and eating a healthy diet are the most important ways to reduce cancer risk.

More than two-thirds of Americans are overweight or obese.

The obesity epidemic threatens to jeopardize the reductions in incidence and mortality rates for many cancers since the early 1990s. Experience in tobacco control has taught us that policy and environmental changes are highly effective in deterring tobacco use. To avert an epidemic of obesity-related disease, similar purposeful changes in public policy and in the community environment will be required to help individuals maintain a healthy body weight, eat a healthy diet, and remain physically active throughout life.

Colorectal Cancer

- Increase interventions to reduce colorectal cancer death rates in specific communities that have the highest colorectal cancer death rates.

Colorectal cancer is the third most common cancer in both men and women and accounts for 9 percent of all cancer deaths.

Screening for colorectal cancer has increased among all populations. However, screening remains inadequate, despite its proven effectiveness. The disparity in mortality rates between African Americans and whites has increased substantially since the early 1980s.

People who follow recommended screening guidelines, maintain a healthy weight, engage in regular physical activity, and consume a healthy diet can substantially reduce their risk of developing colorectal cancer. As more people follow the Society's prevention and early detection guidelines, colorectal cancer incidence and mortality will continue to decline.

Breast Cancer

- Increase interventions to reduce breast cancer death rates in communities that have the highest breast cancer death rates.

Breast cancer affects more women in the United States than any other cancer except skin cancer. Of cancer deaths, only lung cancer kills more women than breast cancer.

A substantial number of women are still not getting recommended mammograms as mammography screening rates have been essentially flat for more than a decade. Disparities in the breast cancer burden clearly continue to exist.

The greatest opportunity to save more lives from breast cancer continues to be timely, high-quality mammography screening for all eligible women. Breast cancer is much more successfully treated if detected early.

Survivorship & Quality of Life

- Provide multi-channel resource navigation options.
- Deliver appropriate services (direct and indirect) to reduce barriers to receiving care.

The tremendous growth in the number of cancer survivors expected in the future underscores the need to improve quality of life for all survivors throughout the survival continuum. Attending to the lifelong needs of cancer survivors and their loved ones is a central focus of the American Cancer Society.

The American Cancer Society is available 24 hours a day, seven days a week to help cancer patients and their loved ones find the resources they need to make decisions about the day-to-day challenges that can come from a cancer diagnosis, such as transportation to and from treatment, financial and insurance needs, and lodging when having to travel away from home for treatment. The Society also connects people with others who have been through similar experiences to offer emotional support.



Access to Care (This outcome cuts across all areas.)

- Implement key provisions of the Affordable Care Act related to prevention, patient-based insurance reforms, establishment of state-based insurance exchanges, essential benefit packages, Medicaid, and Medicare.

Millions of people in America are uninsured or underinsured. Insured or not, these people do not have access to cancer prevention, early detection, and evidence-based treatment and care options that give them a fighting chance against this disease.

For decades, our nation's health care system has failed to meet the needs of people with cancer, many of whom are denied coverage, offered inadequate policies that do not cover preexisting conditions, or charged far more than they can afford for the care they need.

As of March 2010, that began to change with the enactment of the Patient Protection and Affordable Care Act, which includes numerous provisions that are improving the health care system for people with cancer and their families.

Priority Mission Outcomes – Global Health



Cancer is taking an enormous toll around the world. Yet, the disease is often overlooked. The World Health Organization (WHO) estimates that by 2030 the fastest increase in cancer deaths will come from middle- and low-income countries. Those countries will account for 78 percent of total cancer deaths by 2030. By 2030, tobacco-related cancers will cause more deaths than AIDS, tuberculosis, and malaria combined. Despite this burden, cancer receives only 4 percent of the total funding of AIDS, tuberculosis, and malaria.

The American Cancer Society Global Health Outcomes will focus on the following:

Best Buys*

- Increase access to proven cancer control best buy interventions that reduce tobacco use, increase rates of HPV and hepatitis vaccination, increase the level of palliative care available, and increase cervical cancer screening rates.

In 2011, the special WHO report *From Burden to “Best Buys”: Reducing the Economic Impact of Non-Communicable Diseases in Low- and Middle-Income Countries* looked at the cost of noncommunicable diseases, including cancer. They concluded that for middle- and low-income countries, noncommunicable diseases will result in an annual loss of approximately US\$500 billion, or roughly 4 percent of GDP in 2010. Approximately 20 percent of this cost is due to cancer.

The WHO identified a set of evidenced-based “best buy” interventions that are not only highly cost-effective but also feasible and appropriate to implement within the constraints of the local low- and middle-income country’s health systems. They identified interventions to reduce tobacco use, like the American Cancer Society’s work on tobacco control in sub-Saharan Africa, hepatitis B vaccination, and cervical cancer screening and treatment.

**Pending Board Approval*

In addition to these WHO “best buys,” the Society will also support the distribution of HPV vaccine and access to pain control medication. We believe that these are additional “best buys” that are critical for cancer patients.

In 2011, the American Cancer Society supported a special WHO report titled *Scaling Up Action Against Non-Communicable Diseases: How much will it cost?*, which provides a financial planning tool to assist low- and middle-income countries in their efforts to scale up a core set of low-cost, high-impact NCD interventions. A few highlights from the report are provided below.

- Providing access to population-based interventions in all low- and middle-income countries would cost a total of US\$2 billion per year. That breaks down to less than US\$0.20 per person per year in low-income and lower-middle-income countries, and around US\$0.50 per person per year in upper-middle-income countries.
- Providing access to individual-level NCD “best buys” costs roughly US\$10 billion per year for all low- and middle-income countries. For the period 2011-2025, the annual per-capita cost will be: US\$1 in low-income countries, US\$1.50 in lower-middle-income countries, and US\$2.50 in upper-middle-income countries.

Volunteers and Leaders*

- Help build engaged, global cancer volunteers and supporting organizations that fight cancer locally, nationally, and globally through targeted partnerships, a strong global network, a growing international profile, and sustainable financial support.

The Society will continue to scale up our international volunteers and advocate efforts. The American Cancer Society Relay For Life® program is a global cancer-fighting movement, currently operating in 21 countries, honoring 700,000 survivors worldwide, and fighting back with more than 4 million participants who annually raise nearly \$500 million.

We will also enhance our existing US volunteer and advocate network, giving them the opportunity to advocate and have impact on international issues.

Through our global grassroots advocacy network, the Society works with the NCD Alliance and the Union for International Cancer Control to ensure that cancer and NCDs remain priorities on the global health and development agenda.

To mobilize political will and resources to reduce the threat of this disease, the Society is supporting the development and empowerment of thousands of cancer leaders worldwide through our Global Health Network of cancer and tobacco control advocates, as well as our Global Relay For Life program and the American Cancer Society Cancer Action NetworkSM (ACS CAN) grassroots network.

**Pending Board Approval*

Organization Health & Sustainability Outcomes



Adopted in February 2012, these outcomes will ensure that the American Cancer Society is a healthy, competitive, and sustainable organization.

Simply stated, fundraising, high-quality and high-functioning volunteers and staff, and impactful services are the foundation necessary to achieve our desired outcomes and accelerate progress toward saving more lives from cancer.

Financial Sustainability*

- Stabilize public support revenue market share within the health nonprofit sector, and continuously improve public support revenue market share within the cancer nonprofit sub-sector.
- By 2020, 80 percent of revenue will support program services.

Planning for financial sustainability is important in helping the Society – and more importantly, its goals – thrive, and allowing it to continue to thrive over the long term.

A plan for financial sustainability is not just about getting money, although that is clearly important. It will also include other types of resources the Society might obtain, such as in-kind support or shared resources from other organizations.

As finances become more secure, the Society can increase its focus on the mission as well as become more competitive.

**Pending Board Approval*



bbb.org/charity

The American Cancer Society, Inc. adheres to the Better Business Bureau's strong standards for charitable giving.

Organization Health*

- Attract and develop engaged volunteers and provide a good volunteer experience.
- Attract and develop high-quality staff.
- Provide healthy and high-performance environment for staff and volunteers.

An organization's health is the ultimate competitive advantage. It is the ability to align, execute, and renew faster than the competition.

An organization's health is about adapting to the present and shaping the future faster and better than the competition. Health organizations cannot merely learn to adjust themselves to their current context or to challenges that lie just ahead; they must create a capacity to learn and keep changing over time.

Market Health*

- Develop highest consumer awareness within all cancer nonprofits.
- Continuously grow consumer understanding of American Cancer Society mission and activities.
- Maintain a positive reputation.
- Create customer and constituent experiences that make an impact on people's lives.
- Maintain a healthy customer base, and get to a 100 percent donor coverage ratio.

Increased understanding and credibility by the public remain important, even if brand image and reputation are high.

Knowing various target audiences, what they want and exactly where to find them – both online and offline – is critical if an organization's outcomes are to be met.

Proving our credibility and communicating with customers is critical to creating and maintaining a healthy organization.

**Pending Board Approval*



We **save lives** and create more birthdays
by helping you stay well, helping you get well,
by finding cures, and by fighting back.

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