

American Cancer Society

Organizational Outcomes

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, are greater than ever before. The Society is poised to lead the global movement against cancer, and with the recent transformative changes that took place across the enterprise, we are already becoming the nimble, high-impact organization needed to lead this charge.

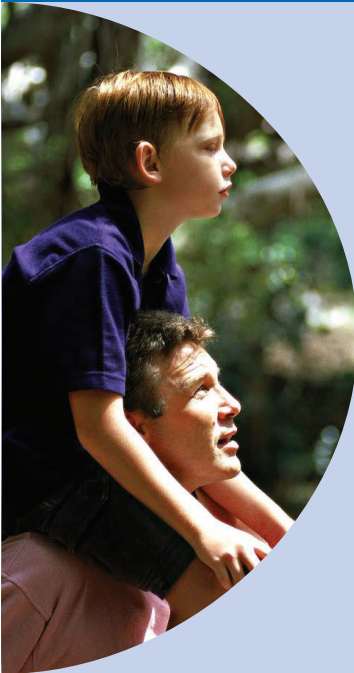
But we know we will not realize our vision of saving more lives from cancer – specifically, saving 1,000 lives each day domestically and potentially thousands more each day worldwide – if we are not crystal clear on the steps it will take to achieve it. This document will help guide our American Cancer 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 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.

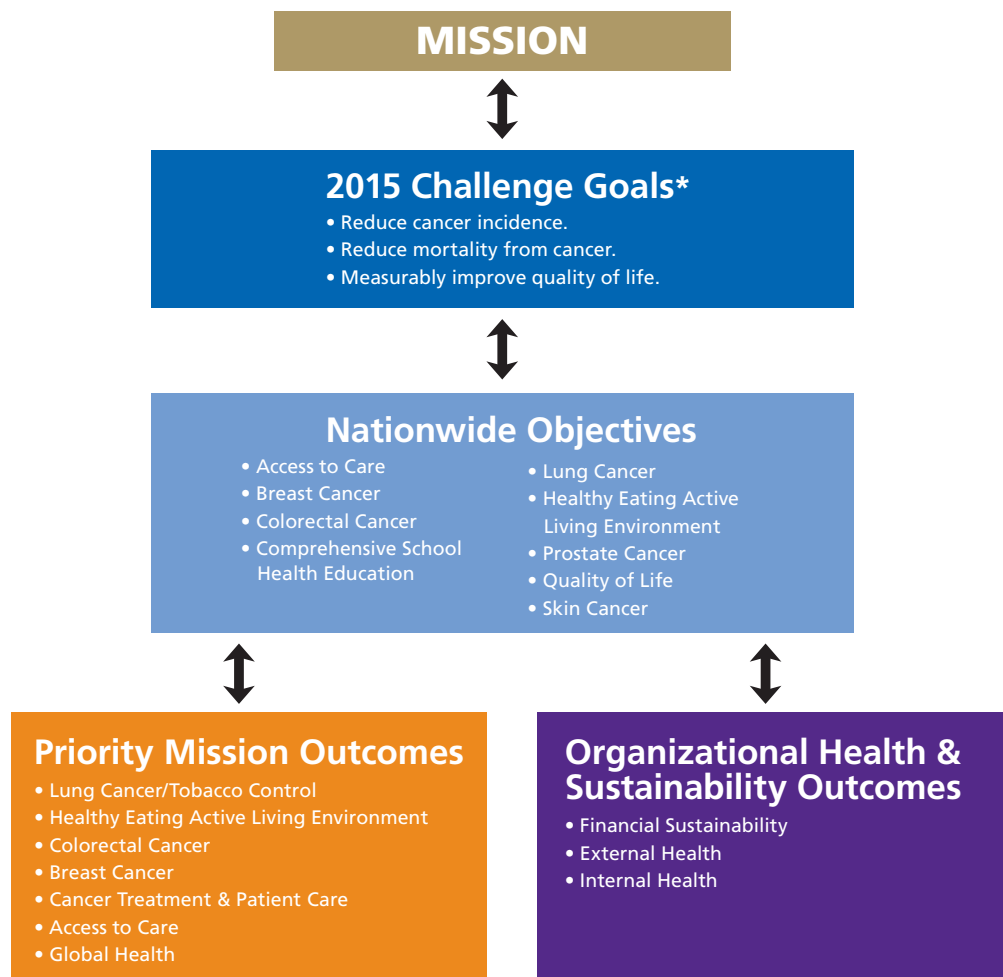
Working together, we will relentlessly pursue the plan outlined in this document to reach our ultimate goal: to save more lives from cancer.


Following is a description of the various elements of the Board of Directors' 2015 Organizational Outcomes.

Organizational Outcomes Plan Framework



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





Following is a brief summary of the framework of the American Cancer Society Organizational Outcomes, with each element described in more 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.

Nationwide Objectives

These specific targets for the cancer community address areas designed to impact the 2015 goals for incidence, mortality, and quality of life.

Priority Mission Outcomes

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

Organizational Health & Sustainability Outcomes

Ensuring 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 Statement



“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, plans, and activities.
- ▮ We deliver on this mission by saving lives by helping people stay well and get well, by finding cures, and by fighting back against cancer.
- ▮ It reflects a unique strength of the organization, which is our 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 then 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 were very bold challenges. We as a nation needed to rapidly apply both new research findings and what we already knew 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 American Cancer Society Board of Directors recognized the American Cancer Society was not responsible for achieving these goals alone.

In the coming months, we will be determining, as a nation, the outcomes of our 2015 goals.

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



Priority mission outcomes represent the greatest opportunities for the Society to accelerate progress toward saving 1,000 lives per day from cancer in the US.

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 and increase the federal excise tax.
- Increase the percentage of the population covered by comprehensive smoke-free laws, with the ultimate goal of a comprehensive, non-preemptive federal smoke-free law.
- Achieve Medicare coverage for evidence-based lung cancer screening and serve as the convener of relevant groups to promote adherence to high-quality screening guidelines.

Lung cancer is the leading cause of cancer death in both men and women, accounting for about 27 percent of all cancer deaths and 13 percent of all cancer diagnoses. Since 80 percent of lung cancer deaths are caused by smoking, 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 US.

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 slowed in the past few years, and there is still a disproportionately high level of tobacco use among less educated adults.

Healthy Eating Active Living Environment

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

Each year, roughly 20 percent of all cancers diagnosed in the US 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 diagnosed in both men and women in the US and accounts for 8 percent of all cancer deaths. Mortality rates for both men and women have declined over the past two decades.

Colorectal cancer can actually be prevented or found at an early, treatable stage if individuals get routine screenings. Through the 80% by 2018 campaign, a National Colorectal Cancer Roundtable initiative, more than 500 organizations, including the Society, have committed to eliminating colorectal cancer as a major public health problem and are working toward the shared goal of 80% of adults ages 50 and older being regularly screened for colorectal cancer by 2018.

Screening for colorectal cancer has increased among all populations. However, despite the proven effectiveness of screening, the rates remain very low in certain populations. 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 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 specific communities that have the highest breast cancer death rates.

Breast cancer affects more women in the US than any other cancer except skin cancer. Breast cancer ranks second as a cause of cancer death in women (after lung 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 and follow-up care for all eligible women. Breast cancer is much more successfully treated if detected early.

In 2015, the Society updated its breast cancer screening guidelines, which are developed to save lives by finding breast cancer early, when treatment is more likely to be successful. The Society regularly reviews the science and updates screening recommendations when new evidence suggests that a change may be needed. The latest guidelines apply to women at average risk for breast cancer.

Cancer Treatment & Patient Care

- Provide multi-channel resource navigation options.
- Implement interventions aimed at reducing barriers to care for individuals with lower income and lower education levels.

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.

The tremendous growth in the number of cancer survivors expected in the future underscores the need to improve cancer treatment, patient care, and 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 Society.

Access to Care

(This outcome cuts across all areas.)

- Implement key provisions of the Affordable Care Act (ACA) related to access to preventive services, insurance market reforms, operation of state and federal exchanges including access to viable provider networks and adequate drug formularies, enhanced transparency, development of an adequate essential benefits package, expansion of Medicaid, and improved Medicare coverage.
- Improve access to care for cancer patients and their families who are most likely to experience inadequate access to high-quality cancer treatment and support services by focusing on patient navigation solutions and service programs that address barriers.

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. In March 2010 that began to change with the enactment of the ACA, which includes numerous provisions that are improving the health care system for people with cancer and their families.

Since the passage of the ACA in 2010, full implementation of the law was achieved on January 1, 2014. The American Cancer Society Cancer Action NetworkSM (ACS CAN) continues to execute an extensive array of public policy efforts at the federal and state level both legislatively and through regulatory means to ensure that the ACA is implemented in the strongest possible way for people with cancer and their families. Since full implementation, advocacy efforts have been prioritized on expansion of Medicaid, provider network adequacy, prescription drug coverage and affordability, health services coverage transparency, and overall impact of the ACA on cancer patients. There continues to be an ongoing need enterprise-wide to increase awareness and educate the public on the importance of health insurance coverage to cancer outcomes. Additionally, the Society needs to support our community stakeholders in their efforts to decrease the number of uninsured, specifically during open enrollment.

Global Health



Worldwide, there were an estimated 14.1 million new cancer cases and 8.2 million cancer deaths in 2012. Of these, 57 percent (8 million) of new cancer cases and 65 percent (5.3 million) of cancer deaths occurred in the less-developed regions of the world. By 2030, 60-70 percent of the global cancer burden is predicted to occur in developing countries and the cost of cancer is estimated to reach \$458 billion. Despite the growing burden of cancer and other non-communicable diseases (NCDs), less than 3 percent of overall development assistance for health was allocated to these diseases.

This year, world leaders adopted the post-2015 development agenda that includes historic recognition of the growing threat of cancer and other NCDs as a global priority. With the adoption of this agenda, which includes 17 Sustainable Development Goals (SDGs) by 2030, it is now imperative that governments act on their commitments to advance the global fight against cancer in conjunction with achieving targets aimed at providing access to universal health care and reducing inequities.

The American Cancer Society is committed to saving lives from cancer and reducing the global threat of this disease by supporting the following global cancer control outcomes:

- Reverse the global ascent of tobacco use and the cancer deaths that it causes.
- Ensure the availability of and access to cancer information/knowledge, proven cancer prevention, early detection, and treatment globally.
- Mobilize a network of cancer volunteers, advocates, and staff who are active in their community and globally.
- Increase sustainable funding for global cancer control activities.

Our global program of work focuses on cancer prevention, cancer treatment, capacity development and patient support, and global partnerships.

Cancer Prevention

The Society supports local cancer organizations, hospitals, and governments in their efforts to improve cancer literacy and awareness around risk factors through increased access to high-quality information. Our program builds the capacity of cancer organizations in low- and middle-income countries (LMICs) to increase government support for the implementation of effective and proven prevention measures, particularly in the areas of tobacco control and cervical cancer.

Cancer Treatment

The Society works to improve treatment outcomes in LMICs by expanding access to high-quality chemotherapy, radiotherapy, and pain relief, and getting patients diagnosed and into treatment earlier. Recognizing that cancer treatment efforts in Africa are severely limited by the lack of a trained oncology workforce, the Society is working with partners to establish a fund to assist ministries of health to train an oncology workforce. The Society also supports the introduction of low-cost oral morphine in several countries that previously did not have any opioids.

Capacity Development & Patient Support

The Society is committed to enhancing the capacity of cancer organizations in LMICs to lead the fight against cancer in their countries. Our goal is to facilitate the development of strong and sustainable civil society organizations across the cancer care continuum, as well as to provide in-depth technical support to hospitals and organizations to design and implement culturally appropriate cancer care and support services that enhance the referral process and promote treatment completion.

Global Partnerships

To redress the growing global cancer burden, the Society collaborates with organizations such as the Union for International Cancer Control, the World Health Organization, the United Nations, and the NCD Alliance to elevate cancer and other NCDs on the global health and development agenda. Additionally, we offer support to civil society organizations to strengthen their advocacy efforts and provide in-depth training in advocacy to young leaders from LMICs to help ensure effective cancer and NCD control is included in national policies.

Currently operating in 23 countries, the American Cancer Society Relay For Life® program is a global cancer-fighting movement, with 1,000 events that annually raise nearly \$80 million for our partners.

Organizational Health & Sustainability Outcomes



Adopted in February 2012, these outcomes will ensure 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 and achieving financial sustainability is critical in helping the Society – and more importantly, its goals – thrive, and allowing them to continue thriving over the long term.

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

As revenues become more secure and increase, the Society has the ability to drive additional amounts into our mission priorities and opportunities to achieve a competitive advantage.

External 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 consumer 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, relevance, and credibility by the public are crucial, despite 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 in a relevant way are critical to creating and maintaining a healthy organization.

Internal Health

- Attract and develop high-quality staff.
- Attract and develop engaged volunteers, and provide a good volunteer experience.
- Provide a 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 can.

An organization's health is about adapting to the present and shaping the future faster and better than the competition. 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.



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