NORTH AMERICAN ASSOCIATION OF CENTRAL CANCER REGISTRIES

STRATEGIC MANAGEMENT PLAN
STATUS UPDATE II
MARCH 1, 2011

Applied Ethics Enterprises

The initial steps of the comprehensive Five- Year Strategic Management Plan (SMP) were described in the December 1, 2010 Status Update Report 1. Drawing on the recently completed Strengths, Weakness, Opportunities and Threats (SWOT) analysis, a management assessment, membership survey results, interviews and market research, the Oversight Committee has worked steadfastly since that report to identify the priorities and goals essential to the future growth of NAACCR. It presented an initial draft of its proposed goals to the NAACCR Board on February 3-4, 2011. While the goals are currently quite broad, they will be further refined through the adoption of meaningful objectives and action steps. Following board approval of the goals, the strategic planning process now seeks the full and active input and participation of the NAACCR membership.

The preliminary draft highlighted **six essential priorities**, as well as steps to accomplish each:

❖ **Strategic Alliances**

The goals include strengthening relationships with Sponsoring Member Organizations and other partners in the cancer and surveillance communities, as well as initiating new strategic alliances and collaborations to promote NAACCR's mission. This will be accomplished by harnessing and directing resources for problem solving, encouraging greater member dialogue, expanding multidisciplinary interactions and serving as an independent source of information and review for the greater cancer community.

❖ **Standardization and Registry Development**

Specific goals highlight the need for an "ideal cancer surveillance system of the future," developing consensus standards and best practices for collection and processing cancer and patient information, and providing technical assistance to NAACCR member organizations. Emphasis will be placed on alternate data streams and transmission formats. Another significant goal proposes to increase the value and relevancy of central cancer registries to the cancer control community, clinicians, researchers and the public. This will require more timely and complete data, development of additional data assessment tools, and creation of data templates to address the needs of various consumers of registry data.

❖ **Research and Data Use**

Steps to promote this priority include the development of efficient, centralized processes to improve access to population-based cancer registry data for cancer linkages, research and surveillance, creating additional data assessment tools and criteria to assist researchers with objective measures, and strengthening the organization's internal capacity to facilitate and support researchers and registry collaborations. This process will include developing tools that facilitate and enhance data utilization and metrics for evaluating data elements of high priority to researchers.

❖ **Policy and Communication**

Representing the needs and interests of members in important matters involving central cancer registries is the major focus for this area. Additionally, serving as the central source of accurate and timely information and strengthening NAACCR's recognition throughout the cancer community and public were also recognized as key goals. Initiating a carefully proscribed public policy plan for critical issues affecting NAACCR is also a major priority. Accelerated use of the internet, social networks, blogs and other communication approaches will facilitate the accomplishment of the goals. It was also proposed that the organization transition from volunteer-driven communication activities to a staff-driven/volunteer supported focus.

- ❖ **Professional Development**

  Developing strategies for retention of central cancer registry staff, as well as recruiting new individuals to the field is a core priority. Building multidisciplinary training modules for CTR's, epidemiologists, IT staff and others was identified as critical for the future. Also proposed was creating a Leadership Institute Certification Program including core competencies (registry operations, epidemiology, statistics, IT and data security) and enhancing education venues to assist staff in these areas.

- ❖ **Governance & Management**

  Assuring the implementation and monitoring of the NAACCR SMP is clearly essential for its success. Developing an operational plan that includes board, committee and workgroup alignment to major goals as well as a carefully balanced financial blueprint and staffing model that contributes to its implementation are needed. Monitoring and evaluation must also be incorporated throughout the SMP to assure progress and adherence to timelines.

- ❖ **WOW**

  Developing a "high visibility and innovative" model project to rekindle enthusiasm and generate confidence in NAACCR as a leader in the cancer surveillance community.

SUMMARY

In mid-February, NAACCR committee chairs were charged with the task of moving the approved goals to the next step, by converting them into a viable "action plan." Working with their committees and workgroups, chairs will develop specific objectives for each major goal that are: Specific, Measurable, Achievable, Relevant and Timely (SMART). Over the next few months, a carefully crafted blueprint for action aimed at moving NAACCR forward into the future will take shape.

The strategic management process is an opportunity for all NAACCR members to bring their innovative thinking and collective good judgment together to advance this unique organization so it continues to serve central cancer registries successfully in the future. It is clear that intensive and robust participation of the full membership and participating organizations will be critical to the final steps of identifying and adopting a viable and meaningful strategic plan. You are strongly encouraged to become involved in the planning process.

We urge you to review and comment on the major goals by clicking http://www.naaccr.org/LinkClick.aspx?fileticket=yqlxfqSRnj8%3d. Anyone wishing to participate in the development of the action plan, or share ideas and suggestions is asked to send them to annmariehill@verizon.net who will triage the email to the appropriate person. Ongoing Status Updates will be forthcoming and additional opportunities to provide input will be available. Your support and involvement in this most important process is truly appreciated.

Let us remember that we are:

"*Working together to make every cancer count!*"