

NAACCR Strategic Plan – 2024-2027

Introduction

The North American Association of Central Cancer Registries, Inc. (NAACCR), is an association of more than 100 sponsoring, sustaining, and full members representing population-based central cancer registries and other cancer surveillance organizations in all U.S. states and Canadian provinces. Leading federal agencies include the U.S. Centers for Disease Control and Prevention (CDC) and the National Cancer Institute (NCI); Canadian partner organizations, include the Canadian Council of Cancer Registries, Statistics Canada (StatsCan), Canadian Partnership Against Cancer (CPAC). The American Cancer Society (ACS), the Commission on Cancer (CoC), and the National Cancer Registrars Association (NCRA) as well as many other cancer surveillance entities are also NAACCR members. This diverse but dedicated group is united through NAACCR to ensure the development and promotion of uniform data standards; provide education and training opportunities; and to publish and promote the use of cancer surveillance data and research to assure high-quality, population-based data from cancer registries across North America.

Central cancer registries play an essential role in our understanding of cancer, its diagnosis, treatment, and prevention by ensuring that accurate and timely population-based data are available for use in cancer control, epidemiologic research, public health programs, and patient care to reduce the burden of cancer. NAACCR has a long history of accomplishment and continues to be a leader in cancer surveillance by assuring standardization, enhancing the quality of data through analysis and certification, and expanding data use through innovative approaches.

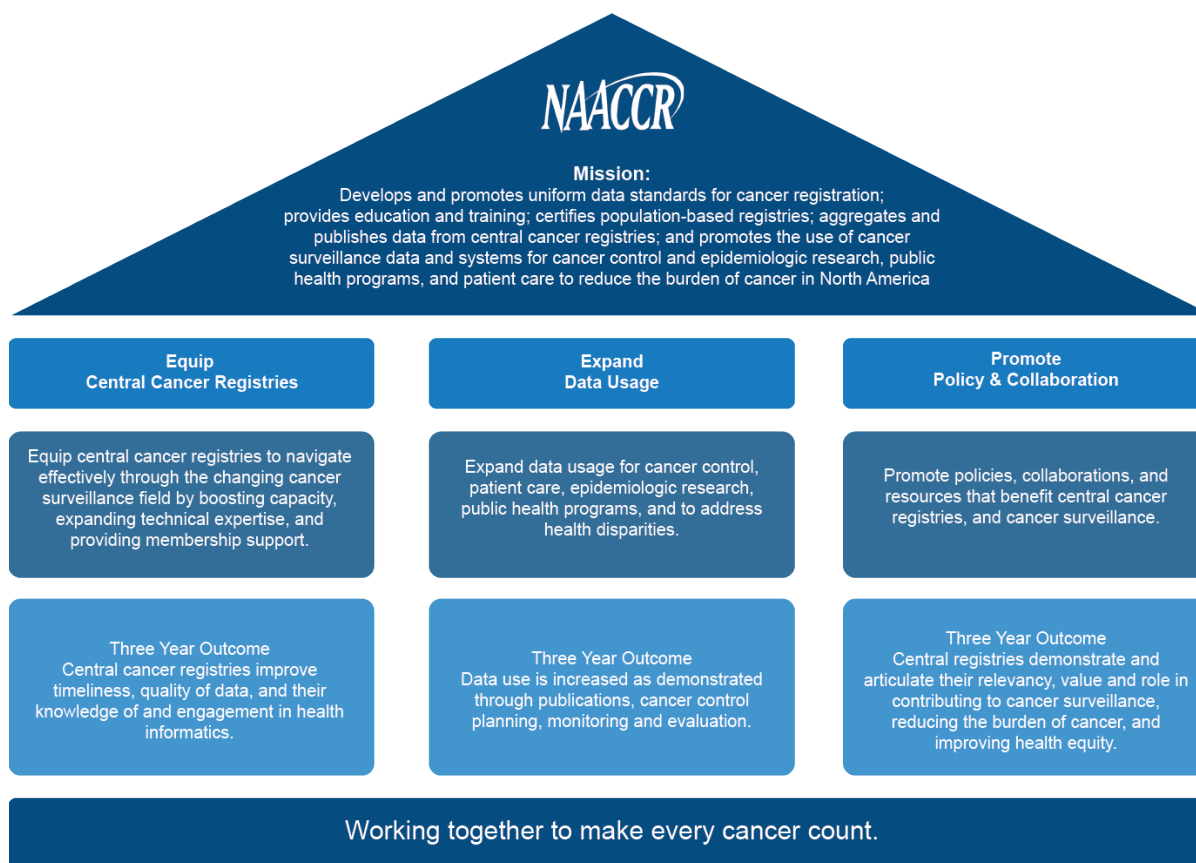
NAACCR has had a Strategic Management Plan (SMP) with regular updates since 2011. NAACCR steering committees play a key role in the development of the SMPs, collaborating with their workgroups and task forces, identifying priority areas, and developing workplans with goals and objectives that align with NAACCR's mission. More recently, the Board of NAACCR assessed its approach to strategic planning and its charge to ensure that NAACCR is conducting its mission successfully. Because the cancer surveillance field is rapidly changing, the Board determined that a more adaptable, strategic, and forward-thinking approach was needed to ensure NAACCR's continued leadership and success. The Board worked with the Steering Committee Chairs, the NAACCR staff, and the Strategic Management Plan Work Group (SMPWG), to create a more visionary and strategic approach to this plan. As a first step, it worked to identify a structure of strategic pillars that recognizes the essential roles of central registries and lays a strong foundation for NAACCR to fulfill its mission and vision. Next, it set priority strategic initiatives that focus on critical projects and capacity building needs, along with the framework to integrate these initiatives within steering committee workplans. Some of the initiatives are multi-disciplinary and are reflected in the mission and strategic pillars of the organization. These cross-cutting initiatives may require broad collaboration and dynamic interaction across steering committees, standard setters, and key stakeholders. It is the Board's expectation that

these initiatives, along with the critical work that steering committees already undertake, will allow NAACCR to address new challenges and take advantage of promising opportunities moving forward.

Strategic Initiatives

- **CERTIFICATION:** Continuing NAACCR's commitment to high quality data by updating NAACCR certification requirements.
- **INNOVATIVE APPROACHES TO DATA COLLECTION (MINIMAL DATASETS AND PARTIAL RECORDS):** Improving timeliness through innovative approaches to data collection.
- **INFORMATICS, ARTIFICIAL INTELLIGENCE AND CLOUD TECHNOLOGY:** Navigating rapidly changing technologies in informatics, interoperability, artificial intelligence, and cloud computing.
- **IMPROVING RACE AND ETHNICITY REPORTING:** Improving race and ethnicity reporting is critical to efforts to solve health equity concerns.
- **COMMUNICATION:** Enhancing NAACCR's communication processes by creating more timely and interactive approaches to sharing information.
- **RECRUITMENT AND RETENTION:** Enhancing volunteer recruitment and retention by creating toolkits, incentives, and new recruitment opportunities.
- **EXPANDED TRAINING FOR NAACCR MEMBERS:** Expanding high quality education and training opportunities and materials to a wider range of members so that all interest groups within NAACCR are served.
- **POLICY AND ADVOCACY:** Strengthening NAACCR's role as the voice of its members in advocacy and relevant policy concerns to advance the cancer surveillance field.
- **DIVERSITY, EQUITY, INCLUSION AND RESPECT:** Supporting diversity among staff and volunteers to ensure inclusive perspectives and reflect the diverse populations we serve.

NAACCR's Strategic Pillars



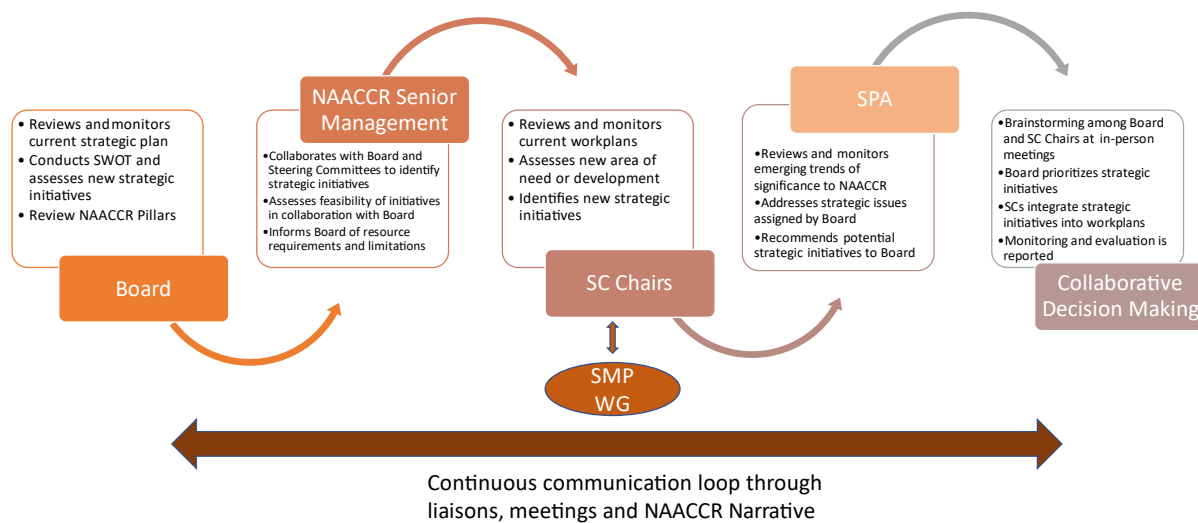
Strategic Planning Process

The diagram below shows the process NAACCR uses to develop its strategic plan. It starts with the Board reviewing vision and mission, assessing needs and opportunities that might exist, and then setting strategic priorities for NAACCR. Steering committee chairs, staff, and the Strategic Management Plan Work Group (SMPWG) work closely with the Board to establish goals. The Strategic Planning and Alliances Steering Committee (SPA) conducts research on emerging concerns identified by the Board. Steering Committees work with workgroups, task forces and relevant stakeholders to integrate and balance workplans and set goals and objectives for the next three years. The SMPWG coordinates with the Board and Steering Committee chairs to integrate the ongoing critical work of steering committees with the new Board proposed initiatives. It oversees the regular and ongoing revisions to NAACCR's Strategic Plan, including gathering membership and NAACCR staff perspectives on future directions. The final strategic plan is presented to membership at the annual meeting for approval. However, the plan is a

living document, so it is reviewed and updated as new concerns or opportunities arise. Steering Committees monitor progress towards reaching goals on an ongoing basis as one of their key responsibilities. In addition, Board Liaisons work with Steering Committees to bridge any gaps or address emerging issues that might arise. The Board and Steering Committee Chairs meet quarterly to review and update the progress made on reaching goals and objectives within the plan and address challenges and barriers that impact progress.

In 2022, the Board, SMPWG and Steering Committee Chairs agreed to enhance the current system of monitoring and evaluating progress made towards reaching steering committee goals and objectives by identifying relevant metrics to measure success for specific goals. These metrics were designed to track progress and target outcomes as well as identify opportunities for process improvements. In this way, NAACCR is better able to measure its success and navigate the rapidly changing cancer surveillance field.

NAACCR Strategic Planning Process



NAACCR Advancing to the Next Level

The NAACCR Board spearheaded a more visionary strategic focus in this plan by setting strategic priorities and working closely with steering committees and staff to integrate these priorities into workplans. As a result, this plan is designed to address new initiatives that will move the cancer surveillance community forward including a review of current certification criteria to improve data quality and timeliness, the creation of a minimum dataset for incidence reporting and assessment of partial records for more timely reporting, the development of a greater presence in informatics and the improvement of racial and ethnicity reporting to support health equity. In addition, several enhancements to NAACCR’s capacity to serve its members better were identified including boosting volunteer recruitment, improving

communication and collaboration, expanding training opportunities, strengthening advocacy around central registries, and embracing inclusion and diversity among the NAACCR community.

Steering Committee Goals and Objectives

Professional Development

Goal 1: Develop and implement strategies to recruit and retain diverse personnel and skill sets in central cancer registries by enhancing career opportunities for individuals.

Objective 1: Partner with other professional organizations (e.g., AHIMA, NCRA, APHA) to address recruitment and retention issues. [Strategic Initiatives include Expanded Training for NAACCR Members]

Objective 2: Establish collaborative approaches to make career opportunities more attractive to individuals with skill sets and expertise to build and implement the cancer registry of the future. [Strategic Initiatives include Expanded Training For NAACCR Members, Volunteer Recruitment and Retention, Informatics, Artificial Intelligence and Cloud Technology]

Objective 3: Coordinate with steering committees and other groups to promote and disseminate new materials that support membership. [Strategic Initiatives include Expanded Training for NAACCR Members]

Objective 4: Engage new members through the Member Ambassador Program to encourage involvement in NAACCR activities. [Strategic Initiatives include Volunteer Recruitment & Retention]

Goal 2: Coordinate a comprehensive multidisciplinary training program to ensure that NAACCR members possess the requisite skill sets to excel in the rapidly changing cancer surveillance environment.

Objective 1: Collaborate with other steering committees to ensure that training programs for core and emerging competencies are available and develop them as needed to provide for a talented and reliable supply of future NAACCR leaders. [Strategic Initiatives include Expanded Training for NAACCR Members]

Objective 2: Coordinate an inter-registry mentorship program with opportunities for registry staff to observe operations and best practices of highly successful registries. [Strategic Initiatives include Expanded Training for NAACCR Members]

Objective 3: Support and guide University level curriculum for central cancer registries with other interested organizations. [Strategic Initiatives include Expanded Training for NAACCR Members]

Research and Data Use

Goal 1: Improve the quality and relevance of CiNA and central cancer registry data.

Objective 1: Assess the accuracy and relevancy of CiNA and central cancer registry data. [Strategic Initiatives include Certification, Innovative Approaches to Data Collection (Minimal Datasets and Partial Records)]

Objective 2: Improve the accuracy and relevancy of CiNA and central cancer registry data. [Strategic Initiatives include Certification, Innovative Approaches to Data Collection (Minimal Datasets and Partial Records), Improving Race and Ethnicity Reporting]

Goal 2: Increase the use of CiNA and central cancer registry data.

Objective 1: Support technical competency in all aspects of CiNA and central cancer registry data use and research. [Strategic Initiatives include Improving Race and Ethnicity Reporting, Expanded Training for NAACCR Members, Volunteer Recruitment and Retention]

Objective 2: Maintain and enhance suite of CiNA data products. [Strategic Initiatives include Certification]

Objective 3: Develop efficient processes to improve access to CiNA data. [Strategic Initiatives include Innovative Approaches to Data Collection (Minimal Datasets and Partial Records), Expanded Training for NAACCR Members]

Objective 4: Leverage existing RDU and other steering committee resources to promulgate CiNA data products and cancer registry data. [Strategic Initiatives include Policy and Advocacy]

Standardization and Registry Development

Goal 1: Prepare for the cancer surveillance system of the future – a system that is more timely, responsive, and adaptable.

Objective 1: Analyze how cancer surveillance systems will interface with electronic health data through interoperability. Enhance the capacity of cancer surveillance systems to leverage electronic health data. [Strategic Initiatives include Informatics, Artificial Intelligence and Cloud Technology]

Objective 2: Prioritize and increase the use of informatics in registry operations. [Strategic Initiatives include Certification, Informatics, Artificial Intelligence and Cloud Technology, Expanded Training for NAACCR Members]

Goal 2: Establish consensus standards and best practices for the collection and processing of cancer and patient information.

Objective 1: Maintain up-to-date and accessible consensus-based standards and implementation guidelines. [Strategic Initiatives include Certification, Innovative Approaches to Data Collection (Minimal Datasets and Partial Records,) Improving Race and Ethnicity Reporting]

Objective 2: Collaborate with the High Level Strategic Group Standards Alignment Task Force to leverage minimum data sets. [Strategic Initiatives include Innovative Approaches to Data Collection (Minimal Datasets and Partial Records)]

Goal 3: Explore and develop innovative uses of cancer registries by identifying emerging initiatives and new roles that bring value-added benefits to cancer surveillance, research, and cancer control.

Objective 1: Promote Central Registry initiatives which are scalable and bring value-added benefits to cancer surveillance, research, and cancer control, through partnerships with Comprehensive Cancer Control programs, state and jurisdictional environmental groups, and researchers that use our data. [Strategic Initiatives include Communication, Expanded Training for NAACCR Members]

Strategic Planning and Alliances

Goal 1: Collaborate with the Board to develop strategic initiatives to advance NAACCR's mission and recommend appropriate actions.

Objective 1: Identify and assess new strategic opportunities and threats and report to the Board. [Strategic Initiatives include Certification, Informatics, Artificial Intelligence and Cloud Technology, Expanded Training for NAACCR Member, Policy and Advocacy]

Objective 2: Research and evaluate strategic opportunities and threats on behalf of NAACCR's Board of Directors. [Strategic Initiatives include Certification, Informatics, Artificial Intelligence and Cloud Technology, Expanded Training for NAACCR Members, Policy and Advocacy]

Goal 2: Foster relationships with key stakeholders and represent NAACCR's interests to achieve strategic priorities.

Objective 1: Develop strategies for engaging and collaborating with potential new partners. [Strategic Initiatives include Informatics, Artificial Intelligence and Cloud Technology, Expanded Training for NAACCR Members, Policy and Advocacy]

Objective 2: Strengthen existing partnerships to ensure relationships remain mutually beneficial and represent NAACCR's interests to achieve strategic priorities. [Strategic Initiatives include Certification, Informatics, Artificial Intelligence and Cloud Technology, Expanded Training for NAACCR Members, Policy and Advocacy]

Conclusion

In a rapidly changing environment with significant challenges and opportunities, progress must continue. To succeed in such an environment, NAACCR must balance its retention of core values while embracing new strategies to ensure that it meets the challenges and leverages opportunities. NAACCR and its members have worked diligently over the past 3 years to lay the foundation to move forward while remaining true to its mission. This new strategic plan maintains core principles yet builds new capacity and positions NAACCR to adapt, as necessary. A flexible structure is in place and refinements are being made to address the need to handle overarching issues in a way that encourages multidisciplinary solutions. Finally, this plan will continue to ensure that NAACCR is equipped to meet the demands of today's cancer surveillance needs, while building a vision for the future.