



Strategic Goals Update

2017 – 2019 Strategic Plan

Board Meeting
May 16, 2018

-  Accomplished / Addressed
-  Area of Concern / Outstanding
-  In Progress
-  Evolving

Our Vision

To have healthy men free of advanced prostate cancer.

Our Mission

Calgary's Prostate Cancer Centre fights prostate cancer through: rapid access to innovative, personalized clinical care; proactively providing current medical information on the importance of early detection and reducing life style risk factors; one-on-one peer support; academic and industry research; all in a one-stop patient focused, not-for profit, premier medical facility.

Strategy Screen Criteria

1. Save lives
2. Maintain Independence
3. Financial Viability
4. Doctor Buy-in
5. Attract staff and doctors
6. The cost of not doing something (competitors)
7. Staff sustainability
8. Reinforce our brand
9. Core business (new opportunities must be congruent with PCC's mission)

Goal 1

Be the most comprehensive patient-centred, one-stop-shop providing timely services from access to diagnostic clinics to information about treatment options to recovery and after-care for men with prostate cancer.

1.1 Expand the RAC 6 program to include palliative care services in partnership with other organizations and specialists. Dec 2018

1.2 Survey, patients and other organizations to determine additional programs and services that PCC can offer directly or in partnership. Dec 2018

1.3 Rationalize PCC's physical space, including new space across the hall and urological space to allow further growth to better serve PCC's patients. Dec 2019

1.4 PCC will share its resources and services with the urologists' patients who are battling bladder cancer. A project map will be created so that growth expectations can be articulated and progress evaluated. Dec 2018

Goal 1 Continued

Be the most comprehensive patient-centred, one-stop-shop providing timely services from access to diagnostic clinics to information about treatment options to recovery and after-care for men with prostate cancer.

1.5 Create one-year and three-year growth plans for PCC, with clearly-defined goals and expectations. Include financial projections and requirements. Once plan is approved, build staffing structure to achieve new goals. **Done**

1.6 Conduct an environmental scan for survivor support issues and examine potential partnerships with existing organizations. **Dec 2018**

1.7 Explore and understand the navigation of a prostate cancer pathway. How to navigate with ease; role of PCC as a navigator; how to make the process efficient and effective. Dec 2019/Refer to Goal 5.6

Goal 2

Change attitudes and knowledge about prostate health through education and awareness in order to have maximum impact on reducing advanced prostate cancer.

2.1 Increase education to family doctors, the government and the public about the importance of early detection of prostate cancer to create a more favorable outcome for the patient and his family. Dec 2018

2.2 Enhance local health care professionals' knowledge, skills and practices in prostate cancer testing, diagnosis, treatment, rehabilitation and support. Dec 2019

2.3 Reach out in particular to physicians who impact referral patterns. Dec 2019

2.4 Continue to increase our mobile and testing program in a sustainable manner. Done

Goal 3

Reduce modifiable risk factors for prostate cancer such as smoking, obesity, exercise and nutrition in men of all ages.

3.1 Deliver Men's Health through PCC's Man Van program. Done

3.2 Promote awareness of prostate cancer risk factors, including, race, family history, diet, and lifestyle. Done

3.3 Work with the Canadian Men's Health Foundation on being the western voice for Men's Health. Done

Goal 4

Increase and diversify private and corporate funding to sustain and build the Prostate Cancer Centre and all its research, programs and initiatives.

4.1 Improve donor stewardship.

4.2 There has been confusion with the Combines for Cures program. Specifically, it has served both as a fund-raiser and as a brand for the rural Man Van program. Create clarity in this brand, with corresponding role clarity for the fund-raising and rural Man Van initiatives. Done

4.3 Diversify fund-raising to expand number of corporate donors, including long-term donors, and numbers of individual donors. Dec 2019

4.4 Increase private and corporate funding to sustain and build the PCC. Dec 2018

Goal 4 Continued

Increase and diversify private and corporate funding to sustain and build the Prostate Cancer Centre and all its research, programs and initiatives.

4.5 Improve PCC's visibility and its messaging. Dec 2018

4.6 Increase Board involvement in fund-raising. Dec 2017

4.7 Market/fund-raise more to women, including widows who lost their husbands to prostate cancer.

Goal 5

Be an organization of excellence and develop and recruit staff and volunteers to carry out our mission and achieve our vision.

5.1 Understanding and supporting the professional development of our staff. Done

5.2 Create a sustainable business model for PCC by investing in the development of the organizational structure, accountability framework, policies and procedures, project charters, etc. Done

5.3 Create processes so that staff and volunteers know the desired outcome of their work, what they can and cannot do to accomplish that work, how the results will be evaluated, and how success will be defined. Done

5.4 Tie these evaluation standards to budgeting and other planning. Report on progress with the evaluation standards to stakeholders, including the Board, volunteers, donors and staff. Done

Goal 5 Continued

Be an organization of excellence and develop and recruit staff and volunteers to carry out our mission and achieve our vision.

5.5 Continue to attract bright and enthusiastic staff and volunteers dedicated to working in a dynamic charity by becoming the employer/charity of choice in the field.

5.6 Develop and implement a clear information and communication technology program which enables improved patient care and experience, robust business operations and provides the capability to respond to future developments. Dec 2019

5.7 To develop and implement a comprehensive risk management framework. **Done**

5.8 To develop and implement a crisis communications plan. **Done**

5.9 To ensure consistently safe clinical and research practices. **Done**

Goal 6

Leverage our credibility, resources and unique position to support innovative, high-impact research.

6.1 Building a culture of clinical research which identifies opportunities and encourages participation from our doctors and staff. Dec 2018

6.2 Establish a highly regarded Research Chair(s) with U of C. Dec 2019

6.3 To continue to collaborate and extend research opportunities through productive relationships with established research institutions.

6.4 Explore solutions to expanding research capacity, while meeting regulatory obligations, without further encumbering urologists or urologists' offices.

Goal 6 Continued

Leverage our credibility, resources and unique position to support innovative, high-impact research.

6.5 Create program sustainability by developing clear-cut research protocols, selection transparency, etc. Become a 'flow-through' for research (e.g., salaries), providing administrative and coordination support for the initiatives. Done

6.6 Examine the feasibility of hiring a Research Fellow to provide research support to urologist sponsors of research initiatives.

6.7 Encourage an increase in patient participation in clinical trials.

6.8 Advocate for increased funding for prostate cancer research.

6.9 Build an integrated research and clinical patient database.

Goal 7

Work to reinforce and communicate our brand to ensure our differentiation as a world-class facility that focuses on core clinical services, research and awareness and is known as a southern Alberta charity – not a government institution.

7.1 Communicate PCC's value proposition to the community and major stakeholders. Dec 2018

7.2 Resolve acronym confusion by referring specifically to Calgary's Prostate Cancer Centre when discussing and writing about the Centre.

**7.3 Diversify the communications tools used by PCC to market its programs and services.
Dec 2018**

7.4 Provide a strong community voice in matters relating to prostate cancer. Dec 2018

Goal 7 Continued

Work to reinforce and communicate our brand to ensure our differentiation as a world-class facility that focuses on core clinical services, research and awareness and is known as a southern Alberta charity – not a government institution.

7.5 Reach as many patient and at risk men as possible, educating them and offering ways to interact through web-based, printed brochures, and videos about prostate cancer and then convert them into friends, advocates and volunteers for the Centre. Dec 2018

7.6 Continue to build and sustain media partnerships to optimize success and increase revenue. Dec 2017

7.7 Pursue digital and online communications to better link patients to doctors, PCC staff and programs. Dec 2018

The Future. 2020 and beyond

To be a pre-eminent provider of the highest quality of health care in prostate cancer in Canada and to achieve national recognition for high quality signature programs that develop new therapies based on outstanding research.

We will achieve this through:

- Delivering excellence in patient care and clinical services
- Enable our Staff, physicians, health care specialists and volunteers to be their best and give their best
- Driving innovation through education and research

This will be enabled through:

- Sustained financial performance
- Progressing infrastructure, facilities and equipment
- Productive information and communication technologies
- Robust governance and risk management
- Strong brand and business development

Future changes and trends likely to have a significant impact on PCC and possible responses

1. Continued increase in the use of emerging health care communications technology.	1. Developing plans for appropriate use of emerging technologies to enhance communication to all stakeholders and increase program impact.
2. Aging population with a higher incidence of cancer in older population. By 2031 1 in 5 Albertans are expected to be 65 or older.	2. Promotion of healthy-living strategies and risk avoidance contribute to primary prevention but also may make cancer treatments more effective and improve the quality of lives of cancer survivors. Life after prostate cancer.
3. Sustainability of Services.	3. Entertaining the idea of patient paying for some services with a compassionate program in place.
4. Patient Experience.	4. As the number of patients in the cancer system increases, and treatment and technology become more complex, the time spent with patients must be carefully coordinated to ensure their understanding of complex information. Navigation through services for patients can be challenging if not carefully planned and coordinated to ensure a positive patient experience.

5. Barriers in accessing diagnosis and treatment include geography, culture, and language, low levels of income and education, physical and mental disabilities, additional chronic diseases (ex. Diabetes) and very advanced age.	5. Reach out to these vulnerable populations with information in different languages and collaborate with other organizations already doing this.
6. Health information systems.	6. Keep on top of AHS patient info systems and promote central intake where appropriate.
7. Increased wait times especially for surgery and radiation therapy.	
8. Workforce aging and retirement of staff.	8. Deliberate recruitment of younger/diverse staff ongoing.
9a. Lease with AHS not renewed.	9a. Highly unlikely.
10. SAIU as the new business model with GU sub-specialties as underpinning.	10. It has been determined that branding makes this strategy up for debate.
11. Develop and implement an infrastructure renewal plan that will ensure existing facilities meet the needs of patients, urologists, donors, staff and volunteers.	11. Do we play defense if AHS puts in other services? Need an infrastructure review with a 10 year consideration.
12. We will have an impact on referring men with modifiable risk factors into the present health system.	13. Men's Health strategic plan.
13. Research Growth.	Only a few urologists doing research. APCaRI vulnerable.

Hope for the Future

Ultimately we want everyone living with prostate cancer in Calgary and area to be able to say:

1. I can enjoy life
2. I can understand my treatment options, so I can make good decisions
3. I feel part of a community and I'm inspired to give something back
4. I was diagnosed early
5. I get the treatment, care and aftercare I need that are best for my cancer and my life
6. I am secure in my knowing my family will have a place to go if they need