



Canadian Cancer Society
Société canadienne
du cancer

THE FIGHT FOR LIFE

Nationwide Strategic Plan 2010-15



THE FIGHT AGAINST CANCERS

In the last 50 years, there has been tremendous progress in the fight against cancers, but the fight is not over.

In the 1960s, most people diagnosed with cancer did not survive beyond 5 years. Today, almost 62% of Canadians touched by cancer survive. More is known about what causes cancer, how it develops, how best to treat it and how to improve the quality of life of cancer patients, survivors, families and caregivers. But every day, approximately 475 Canadians will be diagnosed with cancer and almost 210 Canadians will die from it. Smoking, obesity, unhealthy diets, physical inactivity and exposure to carcinogens continue to increase the cancer risk of Canadians. Participation in screening remains suboptimal, and there are significant disparities in access to cancer care and in health outcomes between various communities across the country.

In the absence of preventive action, an alarming increase in the annual number of new cancer cases projected for Canada will greatly compromise the healthcare system's capacity to diagnose, treat and support cancer patients and will significantly increase health and social costs.

The fight against cancers is not over.

With the ongoing support of donors, volunteers, staff and partners, the Canadian Cancer Society creates awareness, supports Canadians touched by cancer, influences system change and funds world-class research to beat cancer.

The environment in which the Society is leading the fight against cancers is complex and constantly changing. The Society focuses on all cancers, reaches Canadians in every province and territory and is the largest national charitable funder of cancer research in Canada. More than ever, the Society must define where it will make a unique contribution and how it will have the most impact in cancer control, cancer research and as one of the hundreds of cancer charities in Canada.

WHO WE ARE

OUR MISSION

The Canadian Cancer Society is a national community-based organization of volunteers whose mission is the eradication of cancer and the enhancement of the quality of life of people living with cancer.

OUR VISION

Creating a world where no Canadian fears cancer.

OUR VALUES

- **CARING** We are passionate, considerate, respectful and empathetic toward those individuals and families touched by cancer and our colleagues. We believe that all people should be treated with consideration and dignity. Our encouraging and supportive environment allows volunteers and staff to thrive, and contributes to our ability to advance our cause.
- **COURAGE** We value the determination and drive of our volunteers and staff to take bold steps to effect positive change. We recognize that such spirit requires a unique strength of character – an inherent quality found in the hearts and minds of people who champion the cancer cause.
- **INTEGRITY** We are honest and ethical in all that we do, and engage in responsible decision-making that reflects the highest standards of conduct. This ensures that our credibility, leadership and use of donor dollars is never in question.
- **PROGRESSIVE** We value our history of learning as we strive for continuous improvement and development at all levels of the organization. We embrace a creative approach to finding solutions that are appropriate and consistent with our strategy, character and abilities. We value diversity and work hard to create a collaborative environment where we benefit from the cultural perspectives of others.

NATIONWIDE STRATEGIC PLAN 2010-15

In February 2009, for the first time in its 70-year history, the board of directors of the Society initiated a nationwide strategic planning process. The timing was perfect. The recent integration of the National Cancer Institute of Canada, the appointment of a new national President & CEO, the development of the *Join the Fight* campaign and the growing willingness to work as one organization provided the ideal impetus for the development of the Nationwide Strategic Plan 2010–15 to:

- capitalize on the Society's history, reputation and strengths in programs, policy and research to advance progress in cancer control, from prevention to end of life
- reposition the Society to Canadians through mission delivery, branding and fundraising

The Nationwide Strategic Plan 2010–15 is bold and ambitious. With the full engagement of Canadians, donors, volunteers and staff, the Society will make a real impact in the fight against cancers and contribute to the:

- reduction of cancer incidence rates for Canadians
- reduction of cancer mortality rates for Canadians
- enhancement of quality of life for Canadians living with and beyond cancer

WHAT WE DO

As cancer's No. 1 enemy, the Society enables Canadians to deter, defeat and defy cancer.

As a charity of choice, the Society delivers programs based on the needs of Canadians, demands system change through advocacy and funds world class research to advance discovery in all aspects of cancer.

DETER	DEFEAT	DEFY
REDUCE CANCER INCIDENCE RATES FOR CANADIANS	REDUCE CANCER MORTALITY RATES FOR CANADIANS	ENHANCE QUALITY OF LIFE FOR CANADIANS LIVING WITH AND BEYOND CANCER
Canadians reduce their risks of cancer and adopt healthy behaviours.	Canadians participate in screening and early detection and receive quality cancer care.	Canadians enhance their quality of life with and beyond cancer.
Public policy and programs make it easier to reduce cancer risks and implement prevention interventions.	Public policy and programs make screening, early detection and quality cancer care available and accessible.	Public policy and programs make support for quality of life with and beyond cancer available and accessible.
Research generates knowledge about the causes of cancer, risk factors and behaviour change to improve cancer prevention.	Research generates knowledge about cancer biology, screening, early detection, diagnosis and treatment to advance cancer care.	Research generates knowledge about supportive care, survivorship and end-of-life care to enhance quality of life with and beyond cancer.
CHARITY OF CHOICE: MOST IMPACT, WITH CANADIANS, AGAINST CANCERS, FOR LIFE		
Canadians choose the Society as their cancer charity – to donate, volunteer and work.		
Canadians trust that the Society is making the most impact in the fight against cancers.		
Canadians know that the Society is the best investment in the fight against cancers.		

**TO MAKE THE MOST IMPACT IN 2010-15,
THE SOCIETY WILL:**

Lead research to better prevent cancers

Influence public policy for quality cancer care everywhere in Canada

Focus support programs on the greatest needs of patients and caregivers

Engage more Canadians in the fight against cancers

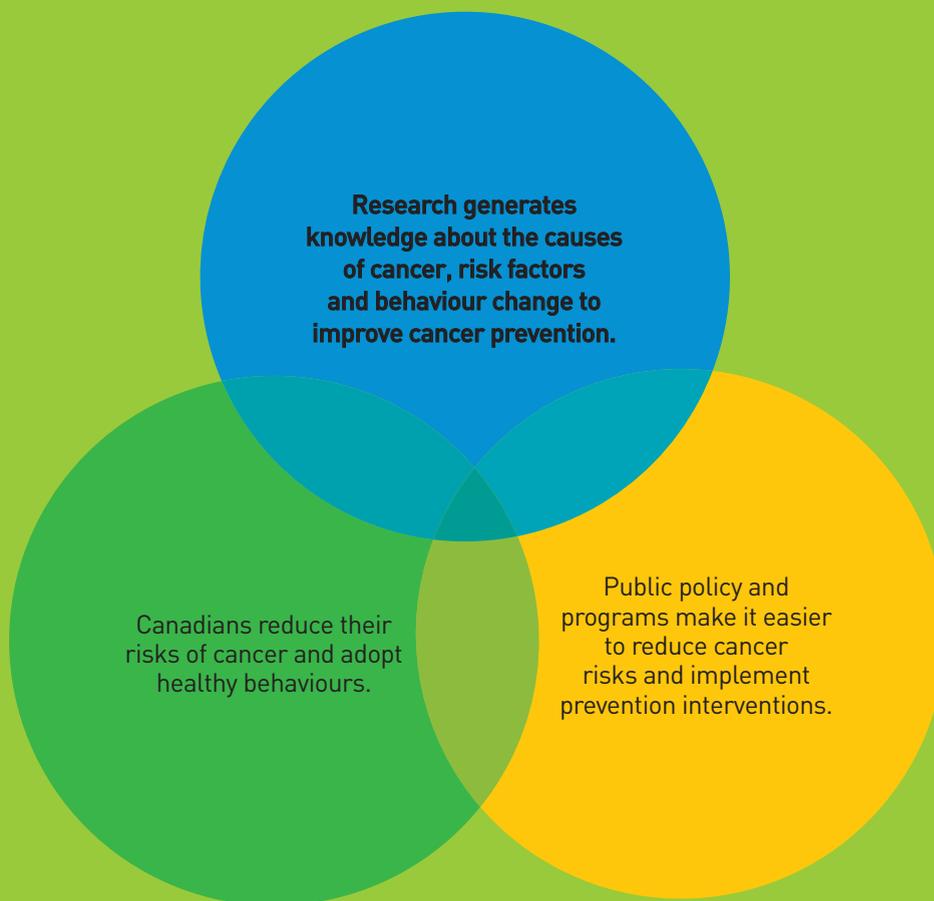
DETER CANCER: FEWER CANADIANS FACE CANCER



WHY WE FIGHT TO REDUCE INCIDENCE RATES

- In 2010, there will be an estimated 173,000 new cases of cancer. The number of new cancer cases will continue to rise steadily as the Canadian population grows and ages. Despite the increasing numbers, the incidence rates for the majority of cancer types have stabilized or declined during the past decade. Incidence rates for all cancers combined are projected to be higher in the Atlantic provinces and Quebec and lowest in British Columbia.
- Every day, approximately 475 Canadians are diagnosed with some form of cancer – 43% of new cancer cases occur among those who are at least 70 years old, and close to 30% of new cancer cases occur in those who are 20–59 years old.
- While age, biology and genetic make-up cannot be changed, other factors, such as personal health practices and lifestyle, can be modified to produce better health outcomes across populations. Personal health practices and lifestyle can also play a significant role in determining an individual's risk of developing life-threatening diseases such as cancer. (*Progress Report on Cancer Control in Canada*, Health Canada 2004)
- A considerable body of evidence has accumulated over the past few decades regarding the causes of cancer. Many of these – such as tobacco use, unhealthy diet, excess body weight, physical inactivity, alcohol consumption, overexposure to sun, exposure to environmental and workplace carcinogens – are modifiable risk factors for several common forms of cancer.
- In its last report, the Canadian Cancer Research Alliance (CCRA) highlighted the relatively low levels of funding in some areas of research, including prevention interventions.

TO MAKE THE MOST IMPACT IN 2010-15, WE WILL
**Lead research to better
prevent cancers**



WE FIGHT SO THAT:

→ Research generates knowledge about the causes of cancer, risk factors and behaviour change to improve cancer prevention.

Key strategies will promote the understanding of cancer etiology and prevention and foster the translation of new knowledge into policy and practice. In addition to the establishment of the Canadian Cancer Society Centre for Cancer Prevention, which will fully leverage partnerships across Canada, research will focus on the development and testing of novel interventions to reduce cancer risk and influence behaviour change at individual, community and population levels.

→ Public policy and programs make it easier to reduce cancer risks and implement prevention interventions.

Key strategies will influence system change through public awareness, community mobilization and advocacy. The Society will continue to advocate for the implementation of comprehensive federal, provincial and territorial tobacco control strategies. In addition to its efforts to influence governments on the enactment of right-to-know legislation, the reduction of use and release of toxic chemicals in the environment and the banning of cosmetic pesticides, the Society will promote the need for restrictions on indoor tanning.

→ Canadians reduce their risks of cancer and adopt healthy behaviours.

Key strategies will increase public awareness and the reach of the Society's information and programs with target populations, including underserved communities, to help them understand how to reduce their risk of cancer and adopt healthy behaviours especially for smoking cessation. Efforts to help Canadians keep a healthy body weight, adopt a healthy diet and be physically active will be carried out primarily through collaborations with other stakeholders.

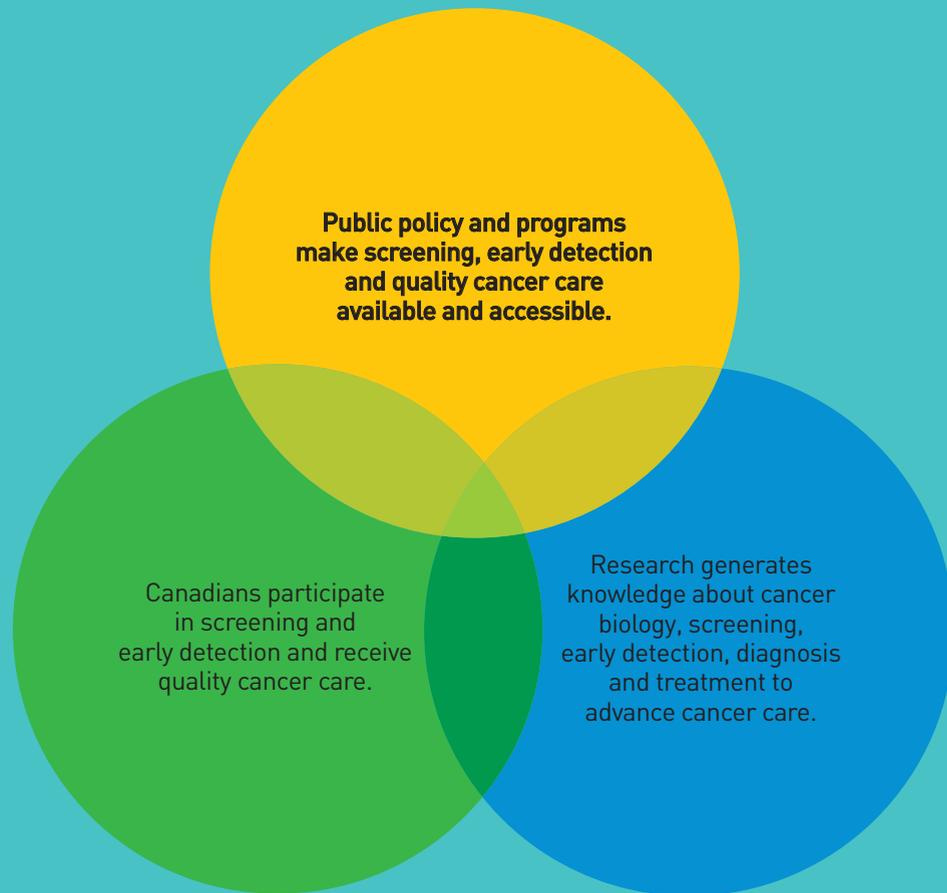


**DEFEAT CANCER:
MORE CANADIANS
SURVIVE CANCER**

WHY WE FIGHT TO REDUCE MORTALITY RATES

- In 2010, there will be an estimated 76,200 cancer deaths. As with incidence rates, the cancer mortality rates for the majority of cancer types have stabilized or declined during the past decade. However, the number of cancer deaths continues to rise as the Canadian population grows and ages.
- Every day, approximately 210 Canadians die from cancer—60% of cancer deaths occur among those who are at least 70 years old, and 17% of cancer deaths occur among those who are 20–59 years old.
- Approximately 14 types of cancer are responsible for 80% of cancer deaths.
- Generally, incidence and mortality rates are higher in the Atlantic provinces and Quebec and lowest in British Columbia. The differences in incidence and mortality rates between provinces/territories may be due to variation in:
 - the prevalence of cancer risk factors
 - the rates of participation in organized screening programs
 - the access and quality of diagnostic services and treatment

TO MAKE THE MOST IMPACT IN 2010-15, WE WILL
**Influence public policy for quality
cancer care everywhere in Canada**



WE FIGHT SO THAT:

→ Public policy and programs make screening, early detection and quality cancer care available and accessible.

Key strategies will influence system change through public awareness, community mobilization and advocacy. The Society will demand the full implementation of organized screening programs and the availability and equitable access to quality cancer care in every province and territory. In collaboration with key stakeholders, the Society will lobby for the development of national standards for quality diagnostics and treatment as well as equitable access to drugs without financial hardship for Canadians.

→ Research generates knowledge about cancer biology, screening, early detection, diagnosis and treatment to advance cancer care.

Key strategies will promote the translation of new knowledge to advance cancer care and capacity building for clinical trials and translational research, including multidisciplinary research teams and linkages of larger cancer centres to regional researchers. In addition to discovering and testing novel therapeutic modalities, research will focus on the development of early detection imaging technologies and biomarkers with an emphasis on cancers with high mortality rates.

→ Canadians participate in screening and early detection and receive quality cancer care.

Collaborations with stakeholders will increase public awareness on the importance of screening and early detection. Key strategies will promote the Society's information to enhance its reach with target populations, including underserved communities, so that Canadians know more about quality cancer care and what to expect during their cancer journey.

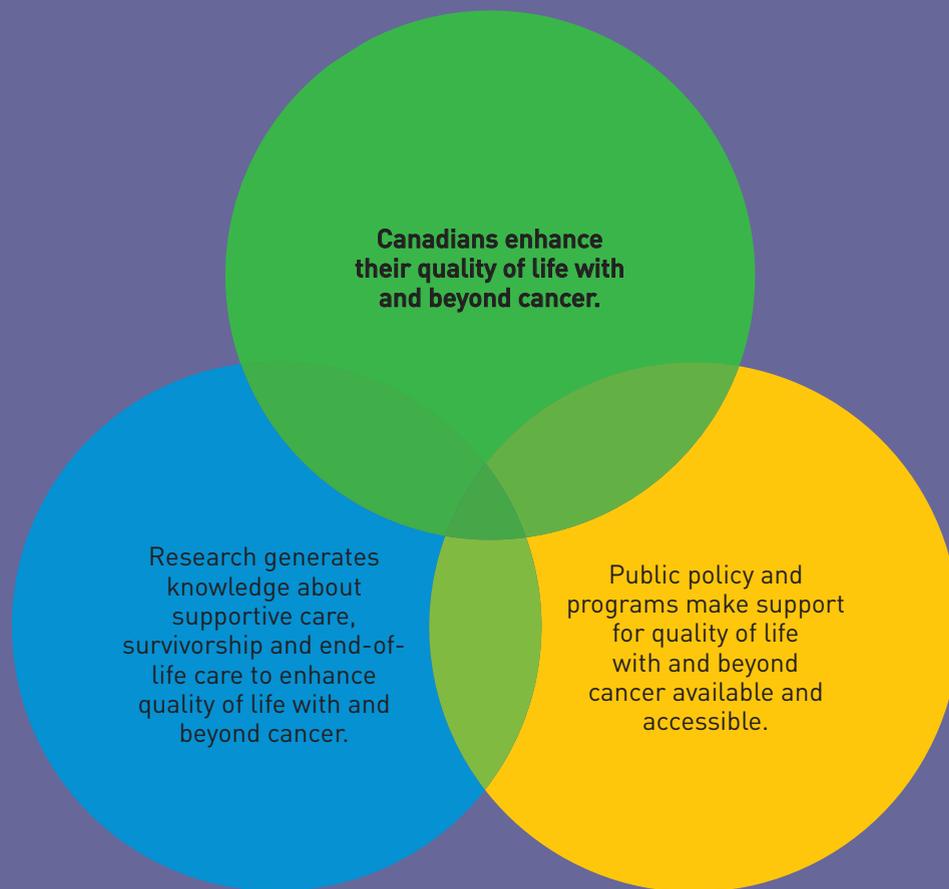
**DEFY CANCER:
CANADIANS TOUCHED
BY CANCER HAVE
A BETTER QUALITY
OF LIFE**



WHY WE FIGHT TO ENHANCE QUALITY OF LIFE

- The cancer experience is a very difficult one. During the many months of treatment, the physical, financial and psychological resources of patients and family members are severely challenged. It is vitally important that persons living with cancer have access to the full range of services for their recovery or to experience a dignified death.
- For people diagnosed in 2002–04, the five-year relative survival for all cancers combined in Canada was 62%, or a 4.5% increase from those diagnosed in 1992–94. At the beginning of 2005, there were 695,000 people (or about one in 46 Canadians) living with a cancer that had been diagnosed sometime in the previous 10 years. This is only a fraction of the total survivor population.
- Post-cancer support and treatment can vary widely from region to region. It is questionable whether Canada's healthcare system is able to deal with this number of cancer survivors. When oncology treatment stops, cancer survivors still have financial needs, mental-health challenges (like depression), may require rehabilitation (especially if they have lost a limb or eyesight) and also need regular medical monitoring. (André Picard, *Globe and Mail*, April 23, 2009)
- 75% of Canadians agree that charities do a better job meeting the needs of Canadians than the government does, and 56% of Canadians agree that charities should be expected to deliver programs and services that the government has stopped funding. (*Talking About Charities*, Muttard Foundation, 2008)

TO MAKE THE MOST IMPACT IN 2010-15, WE WILL
**Focus our support programs
on the greatest needs of patients
and caregivers**



WE FIGHT SO THAT:

→ Canadians enhance their quality of life with and beyond cancer.

Key strategies will ensure that cancer patients and caregivers, including underserved communities, have access to the information and support services they need, when they need them. Focusing on the greatest needs of Canadians touched by cancer, the Society will assess its role in the funding and delivery of practical support programs (lodges, transportation, financial assistance) without relieving the government of its responsibility.

→ Public policy and programs make support for quality of life with and beyond cancer available and accessible.

Key strategies will influence system change through public awareness, community mobilization and advocacy. The Society will continue to advocate for equitable access to cancer drugs, rehabilitation services, financial support and the availability of quality palliative care in the patient's preferred setting. In collaboration with key stakeholders, the Society will lobby for the recognition of survivorship and end-of-life care as part of the cancer continuum.

→ Research generates knowledge about supportive care, survivorship and end-of-life care to enhance quality of life with and beyond cancer.

With a better understanding of the prevalence and predictors of unmet needs of cancer patients and survivors, key strategies will promote the translation of new knowledge into policy and practice. Research will focus on the improvement of outcomes for cancer survivors by understanding the mechanisms and biomedical interactions of treatment on organ functions and by testing promising interventions to prevent or reduce late effects of cancer and its treatment. The Society will also enhance its research in health economics, services, policy and ethics.

CHARITY OF CHOICE: MOST IMPACT, WITH CANADIANS, AGAINST CANCERS, FOR LIFE

célébrer

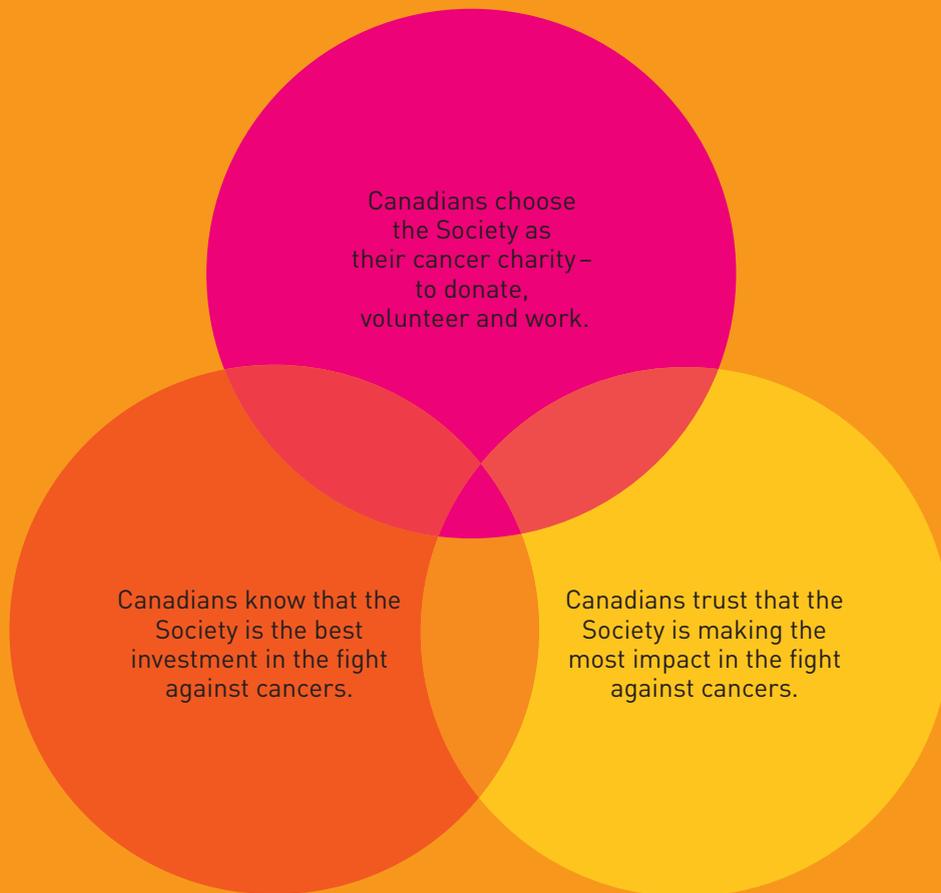
A large crowd of people, many wearing red and yellow shirts, are gathered outdoors for a charity event. The scene is filled with numerous yellow balloons floating in the air. In the foreground, a large orange banner with the word "célébrer" written vertically in white is prominent. The background shows a white tent and a purple tent with the text "ANDRE LAURE SPORTS". The overall atmosphere is festive and celebratory.

CANCER CHARITIES

- In 1998, there were 78 cancer charities. Since then, the number of cancer charities peaked at 225 and was estimated at 219 cancer charities in 2008. This trend is also seen in other developed countries.
- In general, Canadians have favourable impressions of all major cancer charities. When most Canadians give their time and money to a cancer charity – any cancer charity – their belief is that their contributions are going to “good”. Apart from those who specifically choose to designate their contributions to a local cause or specific kind of cancer, overall, people see very little difference between cancer charities.
- Eight in 10 Canadians have a favourable impression of the Society and believe that the Society is the authority on cancer. The Society enjoys premier positioning among demographic subsegments of the population and in every region in the country.
- The general public, official regulators and investigative journalists are demanding a greater degree of accountability from the not-for-profit sector as demonstrated by intensified media interest in fundraising practices. (*Philanthropic Trends*, Ketchum Canada Inc., 2008)
- 94% of Canadians agree that there is a need for greater transparency from charities, and 96% agree that all charities should be obligated to disclose how donors’ contributions are spent and provide information about the impact of the charities’ work on Canadians. (*Talking about Charities*, Muttard Foundation, 2008)

TO MAKE THE MOST IMPACT IN 2010-15, WE WILL

Engage more Canadians in the fight against cancers



WE ENGAGE CANADIANS SO THAT:

→ Canadians choose the Society as their cancer charity – to donate, volunteer and work.

Key strategies will raise awareness about the Society, engage more Canadians in conversations about cancer and rally them to get involved. Connected to the mission, Canadians will be compelled to develop longer-term relationships with the Society as donors, volunteers and employees. Inspired by a philanthropic culture, the Society will be proud to optimize engagement with Canadians at every contact point.

→ Canadians trust that the Society is making the most impact in the fight against cancers.

Key strategies will develop comprehensive fundraising programs and implement a nationwide framework to increase net revenue and to attract and retain donors. The revenue framework will help the Society shift from episodic transactions to relationships that grow high potential revenue streams and move donors “up the pyramid”. The development and implementation of the human resources framework will help attract and retain volunteers and staff by ensuring that their interests, skills and expertise are aligned with compelling opportunities to help the Society deliver its mission.

→ Canadians know that the Society is the best investment in the fight against cancers.

Key strategies will implement an evaluation framework to monitor progress and tell Canadians why the Society is the best investment in the fight against cancers. The Society will expand the use of secure and reliable databases while internal processes will enhance governance, transparency and accountability.



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