

NAACCR Strategic Management Plan

History

As of June 2021

NAACCR began efforts to plan for the future of cancer surveillance in 2010 as rapid advances and changes in biomedical, technological, and clinical science began presenting new challenges. To address these changes, the NAACCR Board engaged Applied Ethics Enterprises LLC (AEE, Red Bank, NJ) to assist in developing its first comprehensive five-year Strategic Management Plan (SMP). AEE worked with the Board and membership to produce a comprehensive, consensus-driven, SMP that acknowledges these advances and positions NAACCR to achieve its overall mission.

AEE conducted several focus groups at the 2010 NAACCR Annual Conference in Quebec, Canada. Focus groups conducted an analysis of NAACCR's Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T.), which revealed internal and external factors that were used to inform the SMP. In summary, NAACCR was encouraged to take a prominent role in responding to emerging needs including 1) rapid developments in science that were leading to more targeted approaches to diagnosis and treatment 2) a focus on automation and new IT technologies and 3) new and innovative approaches for data use.

“Bolstered by NAACCR’s record of past achievement, and the dedication of volunteers and staff, participants viewed the organization as well positioned to overcome perceived obstacles and continue as a leader in the collaborative venture that is cancer surveillance.” (2010 report, p. 2)

The 2010 S.W.O.T. also identified key challenges, that in some respects remains today, including the need for new sources of funding to support emerging initiatives and additional staff for the NAACCR office; and, the need to enhance interest in the field to increase membership participation, leadership development, and succession planning. Participants also recognized the critical need for more IT expertise and a greater understanding of clinical biomarkers among its members.

“Openness to new and accelerating demands for smart technologies to improve consolidation, data streaming and multi-level data linkages was deemed essential.” (2010 report, p. 3)

A Strategic Planning Oversight Committee composed of experienced NAACCR leaders was established with a mandate to provide guidance, direction, and leadership for the Five Year SMP initiative.

In June 2011, NAACCR published its first 5-year SMP for 2011-2016, which articulated five priority areas (see table below) that were deemed essential to the mission of NAACCR:

(1) strategic alliances, (2) standardization and registry development, (3) research and data use, (4) communications, and (5) professional development. These priority areas provided a focus for the SMP and ensures that NAACCR continues to adhere to its core organizational values to:

- Strive for the highest quality of data through standardization and uniformity;
- Recognize that data must be used by researchers and policy makers to reduce the burden of cancer;
- Serve as a collaborative umbrella for the surveillance community;
- Promote volunteerism and service to the profession;
- Support central registries at all levels of development; and,
- Foster open and diverse membership.

Priority Area	Purpose
Strategic Alliances	Strengthen and expand relationships with key stakeholders.
Standardization and Registry Development	Facilitate mission-critical role of NAACCR to prepare central registries to adapt rapidly and successfully to changing developments in cancer surveillance to assure the highest quality data for central registries while seeking innovative strategies to develop the cancer registry of the future. The steering committee shall provide a formal mechanism to review and recommend proposed changes in data codes and/or the addition of new items submitted by NAACCR members to ensure that data remain comparable among central registries. Further, the steering committee shall provide a formal mechanism for reviewing and recommending edits of NAACCR approved data items.
Communications	Develop and strengthen internal and external NAACCR communications and bring a greater awareness of NAACCR member interests to wider audiences. The steering committee shall be responsible for the NAACCR newsletters, press releases, press conferences, the NAACCR Communications Plan, and oversight of the overall direction and content of the NAACCR website.
Research and Data Use	Facilitate the expansion of data use for research, cancer prevention and control, and clinical outcomes; and improve access to pooled data across states and provinces for research. The steering committee shall gather, review, and consider data from member organizations for publication and prepare a publication of cancer incidence and mortality data. It is responsible for identifying issues related to the release of various types of data by central cancer registries and providing recommendations and guidelines on these issues, including confidentiality; oversees the NAACCR Research Program; and develops a research agenda for the organization.

Priority Area	Purpose
Professional Development	Address workforce issues for the surveillance community, skill development, and training needs of the NAACCR community. The steering committee shall determine the educational needs of the Association and shall propose methods of meeting those needs including but not limited to the offering of short-term training courses.

The Board also appointed members to a SMP Implementation Work Group (SMPIWG) to focus on putting the SMP goals and objectives into action.

Then, in February 2012, the SMPIWG and NAACCR staff met in Atlanta for a day-long intensive meeting to evaluate NAACCR’s committee structure in the process, business processes, information sharing, role definitions, and required resources. As a result of this effort, NAACCR set out to form Steering Committees for each of the 5 Priority Areas. These Steering Committees are responsible to lead the overall planning, implementation, and monitoring of each priority area.

By June of 2012, the NAACCR SMPIWG completed a proposal for Board approval outlining the formation of Steering Committees and other structural components for completing SMP objectives (e.g., work groups, task forces) and development of terms of reference or team charters for committees. They would spend the next year launching the Steering Committees and major working groups and task forces. Quickly thereafter, the Steering Committees began to address needs, solve problems, and advance towards the successful completion of priority area goals. Accomplishments based on the 2011-2016 SMP were described in the first report.

Over time, as progress in each of the five priority areas were made, Steering Committees and the Board made adjustments and updates to the SMP. Starting in 2016 the Board and Steering Committees began a comprehensive assessment of the SMP and explored new directions for the next 5-year plan, NAACCR SMP 2016 – 2021, which was approved by the Board in June 2016.