How the American Cancer Society Will Help Bring Cancer Under Control Earlier in the 21st Century: A Moral Imperative

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National Health Council
24th Annual Voluntary Health Leadership Conference

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Our Goals for 2015

- Decrease cancer mortality by 50 percent
- Reduce cancer incidence rates by 25 percent
- Measurably improve the quality of life for people with cancer
All Sites – Mortality Rates
By Year of Death - All Races, Males and Females

2015 Goal – 50% Reduction from Baseline

1991 Baseline
215.1

(↓ 17.2% from baseline)

2007
178.2

2015 Projected Rate – 150.6

Incidence and mortality rates per 100,000 and age-adjusted to 2000 US standard population


Total Number of Cancer Deaths Averted
From 1991 to 2006 in Men and from 1992 to 2006 in Women

561,490 Cancer Deaths

205,700 Cancer Deaths
What It Will Take to Make Our 2015 Goals

- Redouble research
- Promote and elevate prevention
- Ensure access to quality health care

NCDs Will Dominate Health Agendas in the 21st Century
Economic Loss from the Top 15 Causes of Death

Donor Funding – Where Are NCDs?


Total: $21 Billion

Source: WHO
Total Percentage of Public/Private Developmental Funding for Health Spent on NCDs:

Less than **3%**

but NCDs are 60% of burden of disease.

Source: Center for Global Development, Washington, D.C.

What We Could Accomplish Globally

- 350 more lives
- 1,000 more lives
- 10,000 more lives
Transforming the American Cancer Society

Then
Door-to-door
local cancer charity,
local services

Now
Highly visible
cancer control
enterprise and
change agency

Tomorrow
Global institution
leading the movement
to bring cancer under
control in 21st century

What it will take to bring cancer under control

... earlier in the 21st century
What is the Quickest Way to a World with Less Cancer … and More Birthdays?

The ABCs:

A. Prevent preventable cancers
B. Treat those that are treatable and curable
C. Provide state-of-the-art care and palliation to those that are not preventable or curable

What It Will Take …

• A successful high-level meeting of the UN on non-communicable diseases
• More research and a balanced portfolio
• Strong and effective public health education
  – Awareness campaigns
  – Community-based interventions
  – Aggressive advocacy
• Systems change
• Effective collaborations
• Leadership of a movement
“Give me a lever and something on which to stand, and I shall move the earth.”

– Archimedes, Greek philosopher and mathematician

Transforming the American Cancer Society

New cancer landscape
Business model is holding us back

Transformed ACS
Delimited mission
Defined primary lines of business
Delineated roles
Increased capacity and skills

Save more lives by increasing/broadening our relevance and impact
“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”

– Charles Darwin

Transformation Model:
The 5 frames of Performance/Health

<table>
<thead>
<tr>
<th>Frame</th>
<th>Description</th>
<th>Performance</th>
<th>Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Aspire</td>
<td>Where do we want to go?</td>
<td>Strategic objectives</td>
<td>Health essentials</td>
</tr>
<tr>
<td>2. Assess</td>
<td>How ready are we to go there?</td>
<td>Capability platform</td>
<td>Discovery process</td>
</tr>
<tr>
<td>3. Architect</td>
<td>What do we need to do to get there?</td>
<td>Portfolio of initiatives</td>
<td>Influence model</td>
</tr>
<tr>
<td>4. Act</td>
<td>How do we manage the journey?</td>
<td>Delivery model</td>
<td>Change engine</td>
</tr>
<tr>
<td>5. Advance</td>
<td>How do we keep moving forward?</td>
<td>Continuous improvement</td>
<td>Centered leadership</td>
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</table>

The Society’s Transformation Team

**National Board Advisory Committee on Transformation**
- Gary Reedy, Chair
- Brian Earnest
- Phil Evans
- Terry Fontham
- Adrian Herrmatt
- Allen Henderson
- Carol Jackson
- Douglas Kelley
  - Board Chair & President
  - ex-officio members

**Transformation Steering Committee**
- John Seffrin, Chair
- Greg Bontrager
- Steve Beneke
- Terry Music
- Joe Cahoon
- Jari Allen
- Mike Dany
- Don Gudaitis
  - Core Team
- Paula Mohan
- Nancy Yaw
- Scott Bennett
- Greg Donaldson
- Chris Hansen
- Catherine Middle
- Susan Herrington

**Implementation Team**
- Joe Cahoon, Chair
- Jari Allen
- Mike Dany
- Don Gudaitis
- Terry Music
- Scott Bennett
- Susan Herrington

**Six Principles of Transformation**

1. Greater interdependence, trust, and support for each other, with proactive outreach, cooperation, and collaboration as norms vs. exceptions

2. Leadership’s role clarity, expectations, and accountabilities aligned to optimize enterprise organization performance AND health

3. Customers’ experiences and needs at the center of fact-based decision-making, e.g., disparate populations, large employers, Generation Y

4. Budgeting process focused to fully deliver on our mission, i.e., more dynamically optimizing resource allocation to maximize saved lives

5. Ongoing development and more rapid scaling of next generation, cost effective methods to achieve significant, sustained revenue growth

6. A talent focused organization that more systematically helps our people achieve their full potential for contributing to winning the war on cancer
Transformation Timeline and Key Activities

<table>
<thead>
<tr>
<th>Key activities</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Make the case for change</td>
<td></td>
<td></td>
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<tr>
<td>2. Continue nationwide conversation to share information and gather input on expanding the Society’s reach and relevance to save 1,000 more lives/day in US, 10,000 more lives/day worldwide</td>
<td></td>
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<tr>
<td>3. Develop and begin planning and implementation of a portfolio of initiatives, or the set of activities that will enable the Society to achieve transformation goals</td>
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</tr>
<tr>
<td>4. Begin implementation of a portfolio of initiatives</td>
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SOURCE: Team analysis

The Principles Map to Identified “From/Tos”

<table>
<thead>
<tr>
<th>Principles</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Greater interdependence, trust, and support for each other</td>
<td>Over processing, slow decision making</td>
<td>Fast decision velocity based on evidence and fact</td>
</tr>
<tr>
<td></td>
<td>Preserving autonomy/separateness at all costs</td>
<td>Unified enterprise with common purpose</td>
</tr>
<tr>
<td>2. Leadership’s role clarity, expectations, and accountabilities aligned</td>
<td>Bureaucratic and hierarchical</td>
<td>Nimble, broader, flatter platform</td>
</tr>
<tr>
<td></td>
<td>Blurred lines of authority and accountability</td>
<td>Crystal clear lines of responsibility and accountability</td>
</tr>
<tr>
<td>3. Customers’ experiences and needs at the center</td>
<td>Non-competitive marketing presence</td>
<td>Competitive – charity of choice position and voice</td>
</tr>
<tr>
<td></td>
<td>Domestic only</td>
<td>Global leader</td>
</tr>
<tr>
<td>4. Dynamically optimizing resource allocation</td>
<td>Limited ability to resource and seize opportunity</td>
<td>Flexibility in resource allocation – human and financial</td>
</tr>
<tr>
<td>5. Ongoing development and more rapid scaling of next generation methods</td>
<td>Local corporate relationships</td>
<td>Global enterprise wide partnerships with multinationals</td>
</tr>
<tr>
<td>6. A talent-focused organization</td>
<td>Few rewards and incentives</td>
<td>Performance-based compensation that rewards desired behavior</td>
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Five Initiatives Proposed for the First Wave of Transformation Work

<table>
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<th>Initiative</th>
<th>Goals</th>
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<tr>
<td>Cascading the Change Story</td>
<td>Sharing ACS’s Change Story through all levels of the organization</td>
</tr>
<tr>
<td>Change Champions</td>
<td>50-60 “change ambassadors” throughout organization; role models/viral marketing</td>
</tr>
<tr>
<td>CEO Initiative</td>
<td>Enhance the CEOs Against Cancer platform as the premier partnership of CEOs to significantly contribute to the goal of saving 1,000 lives per day nationally and 10,000 lives per day globally</td>
</tr>
<tr>
<td>Research 3.0</td>
<td>Assess current activities within research work and develop multiple research portfolio options, creating an integrated effort between national office and ACS Divisions to maximize lives saved</td>
</tr>
<tr>
<td>Leadership, Governance, and Accountability</td>
<td>Ensure clear understanding of roles, responsibilities at each level of ACS leadership, crystal clear understanding of decision rights and process, and consistent accountability</td>
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</table>

We save lives and create more birthdays by helping you stay well, helping you get well, by finding cures, and by fighting back.

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