



2015-20



Strategic Plan

Building Our Vision

Since the early 1930s the Saskatchewan Cancer Agency and its partners in healthcare have been delivering cancer control for the people of the province. As the Cancer Agency enters its 85th year of delivering care and programs, it is time to set out a new path that builds on the successes that have been achieved in treatment, prevention, early detection, research, and technology.

Despite the gains that have been made, the number of new cancer cases diagnosed in Saskatchewan is projected to increase 54 per cent by 2036. That's what the Cancer Agency's strategic plan focuses on – how we provide **better teams, better health, better care** and **better value** for all communities and in all population groups as we work towards building our vision.

VISION: A HEALTHY POPULATION FREE FROM CANCER

The 2015-2020 plan outlines the strategic priorities for the delivery of care, services, programs and work of the Cancer Agency. The plan is founded on a vision of creating a healthy population free from cancer. While not something that will be achieved in the life of this plan, it lays out the path for our work in creating a province where people understand how to minimize their risk of getting cancer and play an active role in their personal health and well-being. The vision looks to a future where the cancer services that are needed are accessed equitably, safely and in ways that support those who are dealing with cancer as a chronic illness.

MISSION: TO PROVIDE LEADERSHIP IN HEALTH PROMOTION, EARLY DETECTION, TREATMENT AND RESEARCH FOR CANCER

The plan also sets out how the Cancer Agency will position itself to help influence care across the province and the health sector while establishing the province and the organization as a leader in cancer research, treatment, education, population health promotion and disease prevention. What we are building towards is a province with the lowest incidence of cancer in the world. Certainly a lofty mission, but without purpose the Cancer Agency cannot progress towards becoming a true leader in cancer control.

VALUES: COURAGE, INTEGRITY, VISION DRIVEN, INNOVATION, AND COLLABORATION

As senior leaders and the board came together to create a five-year plan, they started with defining the core values that would help guide our decisions and the role we play with each other and with our partners. It became clear that part of our success was going to be contingent on us changing how we live out our values.

The team took the best of what the previous plans had developed and further refined the values so that they could be visibly demonstrated in all the Cancer Agency does:

- **Courage:** We are willing to do things that are difficult
- **Integrity:** We are fair and honest, open and accountable
- **Vision Driven:** We work collectively towards a healthy population free from cancer
- **Innovation:** We think and act creatively in the pursuit of excellence
- **Collaboration:** We work together as a team to achieve our common goals

GOALS

The Saskatchewan Cancer Agency's plan is meant to be a living document that pursues the following goals as we look to fulfill our vision:

- **Better Teams: Build a safe, supportive and quality workplace that supports patient and family-centred care and collaborative practices while developing a highly skilled, professional and diverse workforce**
 - **Leadership/Talent:** Build and maintain a high performance organization of engaged employees that holds managers accountable to attract, recruit, develop and reward talent at all levels of the organization
 - **Engagement:** Create a highly engaged workforce that will enhance our performance and productivity towards achieving our goals
- **Better Health: Improve population well-being through health promotion, disease prevention and collaboration with communities and stakeholders**
 - **Health Promotion:** Improve health-related behaviours of children, adolescents and young adults to reduce the risk of cancer throughout their lifespan
 - **Early Detection:** Maximize participation and ensure appropriate follow up in cancer screening to improve early diagnosis
 - **Research:** Develop and implement a Cancer Agency research strategy that will help achieve better health for the people of the province while maximizing value
- **Better Care: In partnerships with patients and families, improve the individual's experience, achieve timely access and continually improve the quality and safety of care**
 - **Accessibility:** Improve patient access for cancer services and timely care
 - **Treatment Programs:** Ensure treatment programs are effective and provide the highest quality of care and safety to our patients
- **Better Value: Achieve best value for money, improve transparency and accountability, and strategically invest in facilities, equipment and information infrastructure**
 - **Sustainability:** Manage costs to assist in funding the growing demand for cancer services
 - **Continuous Improvement:** Create and sustain a culture of continuous improvement using Lean methodology as one of the tools to achieve our goals
 - **Investment:** Align infrastructure investments to strategic goals while increasing funding from external sources for investment in innovative and prioritized cancer control initiatives

CHANGE, MEASURING AND LEARNING

Implementing change into a healthcare system or even one organization is complex and it can be unpredictable at times. Strategies and approaches that have proven effective in one setting may not necessarily work in another despite best intentions and planning. This is why ongoing monitoring against clearly defined outcomes and deliverables is critical and has been built into the plan not only for one year, but where we would like to be in five years. However, the most critical feedback will come from patients themselves. Building learning into the strategy through monitoring of performance indicators and feedback from patients and stakeholders will enable the Cancer Agency to adjust our direction along the way and, if necessary, replace approaches and strategies that prove ineffective.

As an organization we are looking to achieve our vision and fulfill our mission while living out values. We will develop our people to enable us to improve population health and provide a quality and safe patient, client and family experience that meet our stakeholders' expectations. To be considered successful, the strategy must improve the experience of patients and their families and improve the health, value and working relationships the organization has as it continues to achieve its vision.

Saskatchewan Cancer Agency Strategy Map

To achieve our vision
And fulfill our mission
While living our values...

A healthy population free from cancer

To provide leadership in health promotion, early detection, treatment and research for cancer

Courage Integrity Vision-driven Innovation Collaboration

| Strategies | Goals | Key Performance Indicators | 2020 Targets | 2015-16 Targets | 2015-16 Initiatives |
|---|---------------|--|---|---|--|
| We will develop our people to enable us... | Better Teams | <ul style="list-style-type: none"> People manager score in leadership behaviours, accountability, developing talent Living organizational values | <ul style="list-style-type: none"> Score greater than or equal to 4.5 for SLT and 4.3 for managers Score greater than or equal to 4.5 for all leaders in living organizational values | <ul style="list-style-type: none"> Score greater than or equal to 4.1 for SLT; benchmark established for managers Score greater than or equal to 4.22 for all leaders in living organizational values | <ul style="list-style-type: none"> Comprehensive integrated talent management system that includes leadership development, succession, performance management, recruitment, compensation systems |
| | Better Teams | <ul style="list-style-type: none"> Overall staff engagement score Score in senior leadership, managing performance, recognition, and resources | <ul style="list-style-type: none"> From 35-42% to greater than or equal to 54% From 30-35% to greater than or equal to 50% | <ul style="list-style-type: none"> Overall score greater than or equal to 43% Score greater than or equal to 32% | <ul style="list-style-type: none"> Plan and implement staff engagement strategy |
| To improve population health... | Better Health | <ul style="list-style-type: none"> Local level action to improve health behaviours in children and young adults | 80% of schools implemented local level action to improve health behaviours | <ul style="list-style-type: none"> 50% of schools participate in the Saskatchewan Alliance for Youth and Community Well-being (SAYCW) survey | <ul style="list-style-type: none"> SAYCW survey and follow up |
| | Better Health | <ul style="list-style-type: none"> Achieve national screening participation rates | Breast 70%; cervical 80%; colorectal 70% | Breast 50%; cervical 60%; colorectal 50% | <ul style="list-style-type: none"> Navigation – colorectal screening Endoscopy standards – FIT positive clients |
| | Better Health | <ul style="list-style-type: none"> Number of research requests supported | 80% of all research requests are met | Determine baseline | <ul style="list-style-type: none"> Provincial cancer research plan |
| And provide a quality and safe patient and family experience... | Better Care | <ul style="list-style-type: none"> Evidence based access measures Wait time from referral to new patient consult | <ul style="list-style-type: none"> Four clinical groups with established targets based on patient need 85% of patients within 28 days of referral | <ul style="list-style-type: none"> Determine grouping for evidence-based measures 65% of patients within 28 days of referral | <ul style="list-style-type: none"> Access improvement strategy Radiation oncology service delivery plan Systemic oncology service delivery plan Prostate brachytherapy program Intracranial radiosurgery program Clinical trial participation rate plan Develop a molecular oncology strategy |
| | Better Care | <ul style="list-style-type: none"> Standards and effectiveness measures for treatment programs | 100% of program effectiveness measures met | Develop measurement systems and benchmarks | <ul style="list-style-type: none"> Patient reported outcomes program Develop information management systems Develop clinical minimum data sets Pediatric oncology program model Pharmacy system replacement Take home cancer drug program |
| That meets our stakeholders' expectations | Better Value | <ul style="list-style-type: none"> Per capita expenditure on prevalent cancer patient cases | 2% reduction in growth rate of the per capita expenditure | Develop measurement | <ul style="list-style-type: none"> Participant in 3sHealth initiatives Develop multi-year capital plan |
| | Better Value | <ul style="list-style-type: none"> Percentage of Kaizen plan targets met | 90% met | 90% met | <ul style="list-style-type: none"> Accreditation review Continuous improvement training/apply Lean tools Enterprise risk management program |
| | Better Value | <ul style="list-style-type: none"> Investment from external sources | Target to be set | Develop measurement and benchmarks | <ul style="list-style-type: none"> Fund development strategy Plan for short, medium and long-term infrastructure requirements |