

THE CANADIAN STRATEGY FOR CANCER CONTROL (CSCC)



The Canadian Strategy for Cancer Control (CSCC) was formed in June 2002 as part of a Canadian national cancer initiative. The CSCC is a collective effort by the major cancer policy makers and controllers across the country to enhance the operation of the current cancer control system so that it can fulfill the need for a balanced national cancer control strategy that provides resources where they are needed. To achieve this goal, the CSCC has identified the need for an integrated and systematic approach to cancer control – one that draws upon a collaborative effort between provincial stakeholders, health service providers and non-governmental organizations – to efficiently and optimally guide reduction of cancer risk across Canada

Scope of Engagement

In the course of previous collaboration between CSCC and RiskAnalytica on projects aimed at developing a national strategy for cancer control, the CSCC has recognized the high level of professionalism in RiskAnalytica's delivery of products and services, as well as its thorough understanding of business processes. The positive experience of working in partnership with RiskAnalytica, coupled with high level of satisfaction with the end results, played a major role in the CSCC's decision to choose RiskAnalytica to prepare the CSCC consolidated business plan that includes the following components:

1. Consolidating of CSCC multiyear business approaches for development of a national strategy for cancer control.
2. Upgrading of the CSCC's governance structure by applying RiskAnalytica's risk management approach to organisational planning.
3. Development of a comprehensive plan for CSCC projects' deliverables by using RiskAnalytica's approach to estimating the rate of return on the CSCC budget analysis.

CSCC Challenges

Requirement for consolidation of the business strategy. Over the course of six years, the CSCC directed its efforts towards developing a proactive national strategy for cancer control. These efforts had resulted in developing and testing various approaches to fulfill this objective. The CSCC required its efforts of the previous six years to be consolidated into a single strategy outlined in a business plan.

Requirement for Governance. The CSCC sought to upgrade its organizational structure to the level of best practice governance processes that were consistent with and complementary to the Treasury Board Secretariat of Canada's policy guidelines. This could be accomplished by applying modern risk management principles to evaluate of the CSCC operating principles and to yield processes under which a new organizational model could operate within the context of the CSCC's business strategy.

Requirement for streamlining management of the CSCC projects and their short- and long-term deliverables. Development of a solid business strategy calls for identifying measurable deliverables for the CSCC as a whole and for each of its organizational units. These deliverables should include identifiable targets and benchmarks associated with the strategies and should be linked to the CSCC fiscal priorities. By being able to account for the use of financial resources against potential gains in Canadian life and economic terms, the CSCC sought to secure \$260 million of funding from the Canadian Federal Government.

RiskAnalytica Solutions

RiskAnalytica's approach to the preparation the CSCC business strategy included relevant and applied management advice and addressed decision-making and information processes required to support performance measurement and accountability for CSCC as a whole, its Council, Working Groups and Action Groups.

Specifically, the following solutions were proposed:

1. Consolidating the CSCC Business Strategy

- A description of the vision, mission, and short- and long-term objectives of the CSCC.
- A description of the internal and external structure of the CSCC, its operating requirements and the way the CSCC is expected to be viewed by others as a representative of the national cancer control strategy.

2. Upgrading CSCC Governance Structure

- A description of the management and governance principles and requirements of the CSCC that included a consideration of the information processes required for consistent and informed decision making, and the way in which funding is anticipated to flow through the CSCC.
- A description of how the connection between CSCC's short-term gains and long-term strategic goals is established in course of modifying its governance structure.
- A description of how the upgraded governance structure can be used to ensure long-term viability of the CSCC and provide a 'return on investment' for its projects.
- A description of how organizational transparency could be achieved through the new governance structure.
- A description of the operational plan for the CSCC and the incorporation of each of the CSCC Working Groups and Action Groups strategies into the CSCC's organizational structure, including:

- The guiding principles that Working Groups and Action Groups are anticipated to follow when interacting between themselves and with the CSCC Council;
- The performance management and accountability processes to support the operational plan and the decision making processes of the CSCC Council;
- The description of the financial plan of the CSCC in total, its Council and of each of the Action Groups including the coupling of the general financial plan with a framework of evaluation, assessment and prioritisation that will be designed to assist with the decision making processes of the CSCC Council and its organizational units.

3. Identifying the CSCC Project Management Deliverables

- Determining most important deliverables for each of the CSCC organizational unit, including:
 - Priority rank for each deliverable;
 - Expected end users of each deliverable;
 - Expected time of completion for each deliverable; and
 - Estimated budget associated with each deliverable.
- Assessing each of the identified deliverable from the following perspectives:
 - Management responsibility;
 - Necessary resources; and
 - Associated risks and impacts of risk events on the deliverable.

The analysis conducted by RiskAnalytica was subsequently used in Canadian House of Commons debates calling on the House to implement the CSCC Strategy. The business strategy developed by RiskAnalytica was subsequently successfully used in securing \$260 million of funding from the Canadian Federal Government as evident by a letter from Prime Minister Stephen Harper to the participants of the National Cancer Leadership Forum (NCLF), which had said:

“I share your commitment to developing an effective cancer strategy at the national level. My government will fully implement the five-year Canadian Strategy for Cancer Control at a cost of nearly \$50 million per year.”