

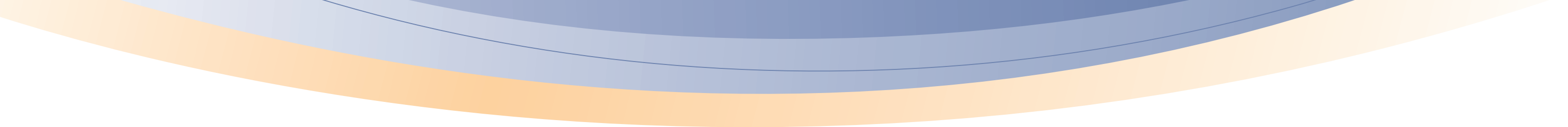


**NATIONAL
BREAST CANCER CENTRE**
Incorporating the Ovarian Cancer Program

Vision For The Future

www.nbcc.org.au

Strategic Plan 2007–2011



ISBN: 987-1-74127-114-0
Online: 987-1-74127-115-7

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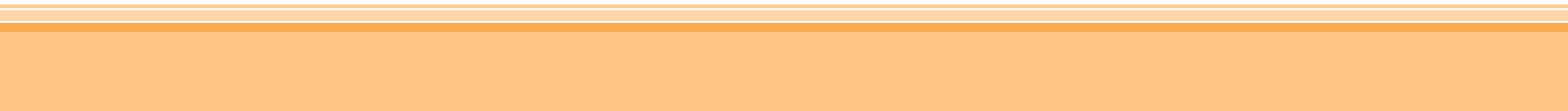


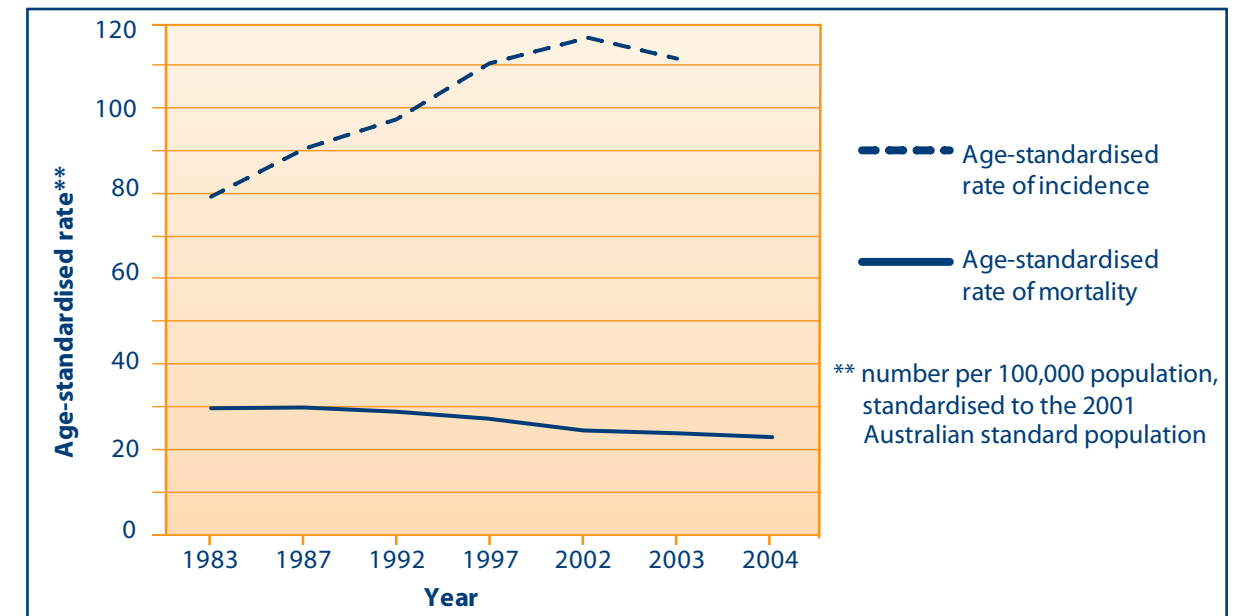
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Vision Statement

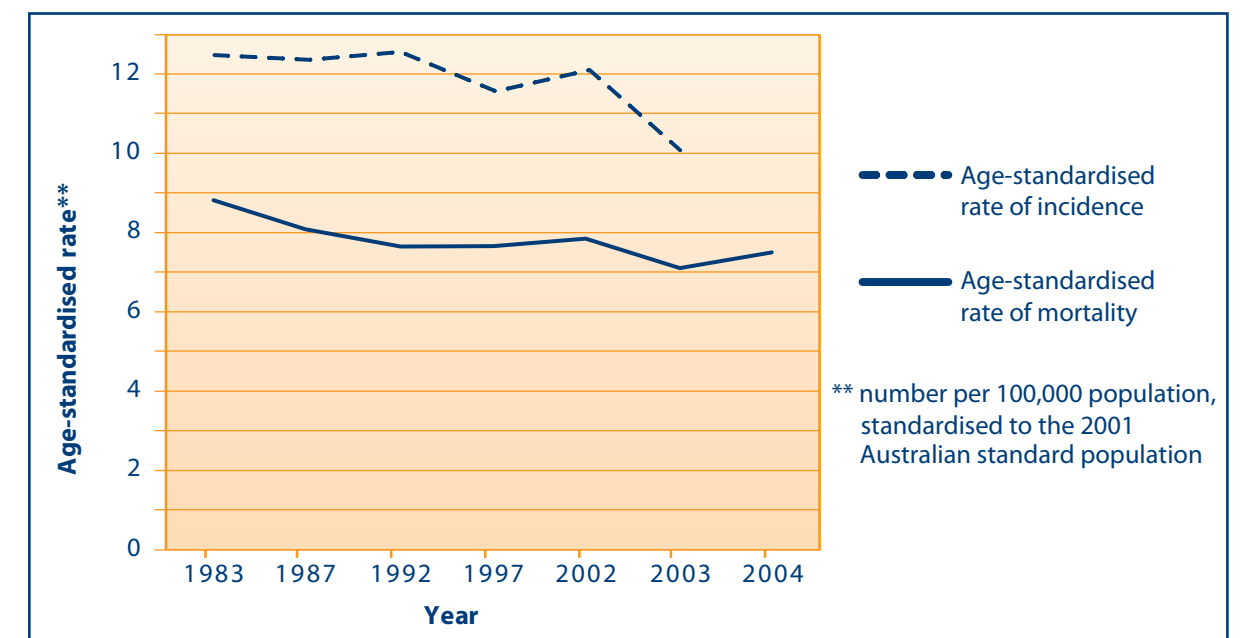
To reduce mortality and improve the wellbeing of those diagnosed with breast or ovarian cancer.

Breast cancer rates of incidence and mortality



Sources: Breast cancer in Australia, An overview 2006, National Breast Cancer Centre; Australian Institute of Health and Welfare (AIHW); Cancer in Australia, An overview 2006, AIHW, Australasian Association of Cancer Registries (AACR)

Ovarian cancer rates of incidence and mortality



Sources: Ovarian cancer in Australia, An overview 2006, National Breast Cancer Centre; Australian Institute of Health and Welfare (AIHW); Cancer in Australia, An overview 2006, AIHW, Australasian Association of Cancer Registries (AACR)

1. OVERVIEW

1.1 THE ORGANISATION

The National Breast Cancer Centre (NBCC) was established in 1995 to work directly with the cancer community to improve outcomes for people with breast cancer, primarily through the translation of research into evidence-based information, best practice recommendations and changes in health service delivery. In 2001, NBCC's role was extended to include a national ovarian cancer initiative.

NBCC is a company limited by guarantee funded primarily by the Australian Government. It is governed by a Board of Directors appointed by the Australian Government Minister for Health and Ageing. The work of the NBCC is supported by a Clinical Expert Advisory Panel, International Advisors, and a number of advisory groups and project teams with representation from various disciplines including consumers.

The Constitution of the NBCC identifies, but does not limit, the NBCC to the following:

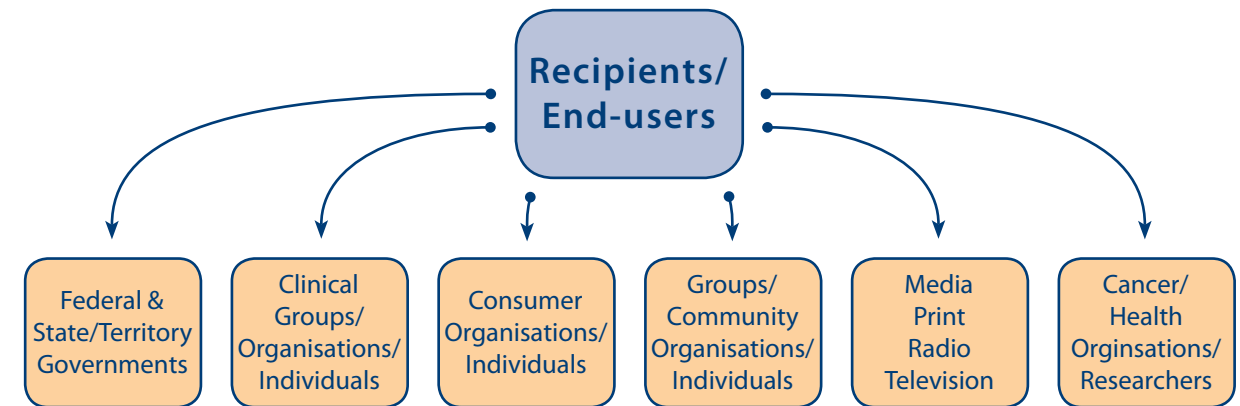
- ❖ to act as a clearinghouse for information about breast and ovarian cancer
- ❖ to undertake evidence-based analyses of relevant breast and ovarian cancer research and inform researchers, governments, policy makers, service providers and members of the public on these matters
- ❖ in conjunction with key stakeholders in breast and ovarian cancer control, to develop guidelines relating to the diagnosis, treatment and care of people with breast and ovarian cancer, and design and execute strategies for their implementation

- ❖ to develop, implement and evaluate educational strategies and programs relating to breast and ovarian cancer on a national basis for service providers across the health spectrum and the public, in particular women with breast and ovarian cancer and their families
- ❖ to support and fund the development, provision and evaluation of innovative models of direct services for women with breast and ovarian cancer
- ❖ to work collaboratively with, and provide advice on specific aspects of the operation of the Company which may be of relevance to other organisations and stakeholders in breast and ovarian cancer care, early detection and prevention
- ❖ to encourage the making of gifts and testamentary dispositions by the public to the Company
- ❖ to develop and maintain a national monitoring system for breast and ovarian cancer outcomes for patients.

1.2 THE NBCC APPROACH

NBCC works in close collaboration with stakeholders in the cancer community and has pioneered a systematic approach to collaboration as part of its methodology. NBCC's stakeholders are governments, clinicians, community, consumers, researchers, media and cancer/health organisations. The effectiveness of its programs is dependant on close engagement with stakeholders and the development of strong links and partnerships to support implementation of recommendations for practice change and system reform.

NBCC Stakeholders

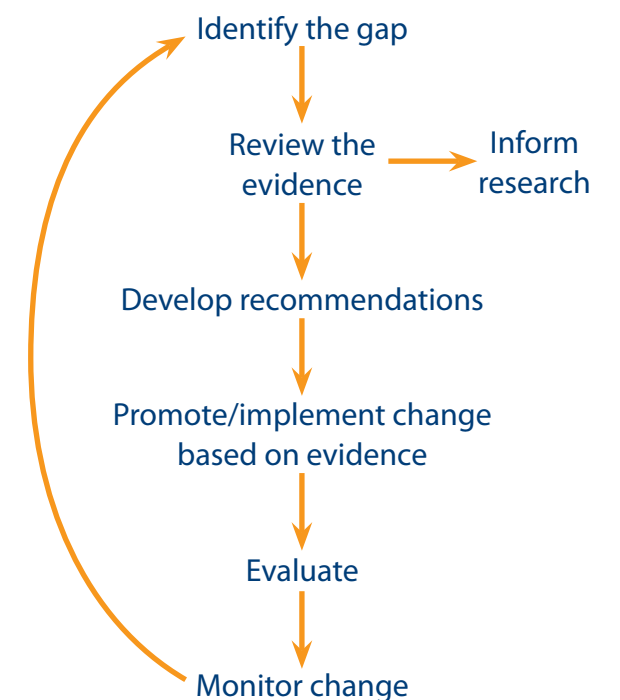


Since its inception, NBCC has pioneered an innovative approach to the translation of evidence into practice, centred on a systematic evidence-based approach, a strong consumer focus and the application of inclusive and collaborative processes to work with stakeholders in undertaking its role.

Through this approach NBCC contributes to national cancer control through behavioural, social, organisational, systems and population-level initiatives. Cancer control includes all activities that reduce the impact of cancer on people. The NBCC works across the continuum of care, including risk reduction, early detection, treatment, supportive care, follow-up and end-of-life care, as defined in the National Service Improvement Framework for Cancer (2005).

NBCC's approach is encapsulated in the 'evidence loop' shown in the diagram opposite.

The 'evidence loop'



1.3 PRINCIPLES AND VALUES

The principles and values that guide NBCC to achieve its objectives are outlined below.

Leadership

NBCC will maintain and expand its role as an independent, authoritative and credible body for providing high-quality information, improving practice and informing national policy.

Engagement

NBCC will use an integrated, inclusive and collaborative approach through consultation and partnership with a broad range of organisations and individuals to harness resources, expertise and promote ownership and avoid duplication.

Innovative and Outcomes-Oriented

NBCC will stay at the forefront of innovation by trialling, evaluating and fostering new approaches to improving care and responding to challenges in clinical, research and health service environments.

Informed By Consumers

NBCC will ensure that its work is informed by, and responsive to, consumer needs.

Evidence-Based

All aspects of NBCC's work will be informed by, and based on, the best available evidence.

Equity of Care

NBCC will promote best care for people with cancer irrespective of their geographic location, cultural, ethnic or indigenous background or socio-economic status.

Multidisciplinary

NBCC will use a multidisciplinary approach, bringing together individuals with diverse expertise to achieve common goals, ensure relevance and promote uptake of products and services.

1.4 FUTURE CHALLENGES

NBCC has been effective in developing and disseminating evidence-based information. Increasingly the challenge is to meet the needs of stakeholders by providing timely reviews of emerging new evidence to inform clinical practice and support behaviour change.

As NBCC's role has evolved, and its approach and capability matured, it is now poised to take a stronger national leadership role in cancer control, in conjunction with other national bodies.

Within its resource constraints, NBCC will need to focus its efforts and ensure its future sustainability.

While the evidence-based approach to translating evidence into best practice has been a key strength for NBCC, the challenge now is to enhance the focus on implementation of its recommendations to achieve health system change.

NBCC has little formal authority to effect change, and will need to build strategic

partnerships through which it can leverage its knowledge to facilitate improved service delivery, which may include system change.

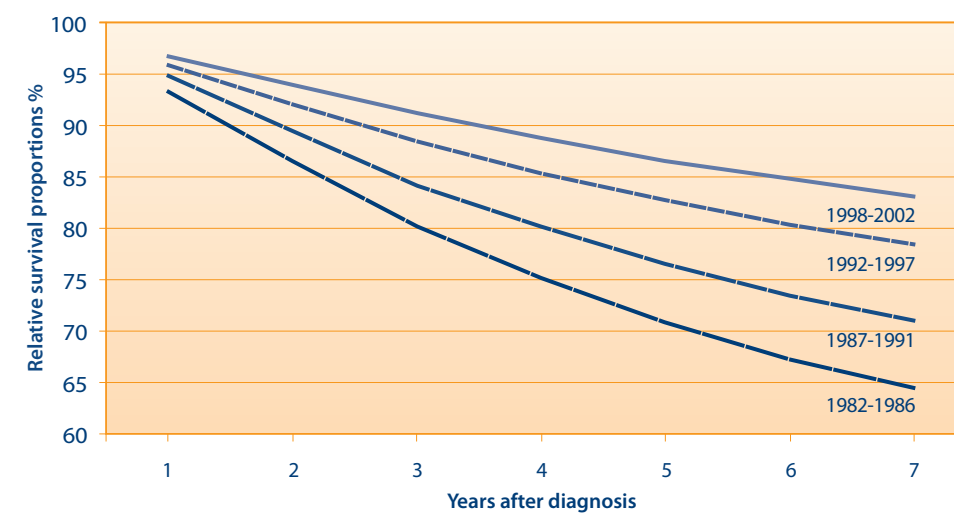
Closely linked to this increased focus on implementation is the need to demonstrate the impact of NBCC's programs, particularly in terms of practice and system change and their effect on improving patients' wellbeing and cancer outcomes. This will necessitate strengthening NBCC's capacity in data collection, monitoring and evaluation.

NBCC relies heavily on its people capabilities – of staff, Directors and consumer and clinical contributors – and these capabilities need to be supported and developed to ensure the sustainability of the organisation in the long term.

In addition, the organisation's knowledge capabilities, including the processes and protocols that underpin its methodology, need to be strengthened to support the work of the organisation into the future.

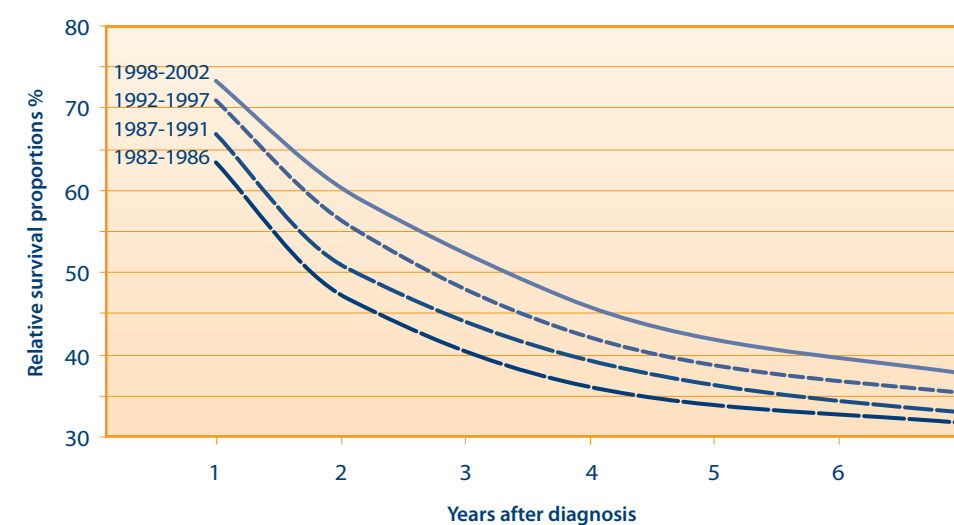
Turning evidence into results.

Breast cancer in females, seven year survival, Australia 1982-1986 to 1998-2002



Source: Breast cancer in Australia, An overview 2006, National Breast Cancer Centre and Australian Institute of Health & Welfare (AIHW); National Cancer Statistics Clearing House and the National Death Index, AIHW.

Ovarian cancer in females, seven year survival, Australia 1982-1986 to 1998-2002



Source: Ovarian cancer in Australia, An overview 2006, National Breast Cancer Centre and Australian Institute of Health & Welfare (AIHW); National Cancer Statistics Clearing House and the National Death Index, AIHW.

2. NBCC'S PURPOSE

Mission

NBCC will play a lead role in national cancer control and in improving cancer care, through an evidence-based approach to informing best practice, health systems reform and policy.

2.1 NBCC'S DISTINCTIVE ROLE AND CONTRIBUTION

NBCC's core competence is turning evidence into results – improved cancer outcomes through better information, changed practice, service delivery redesign and system reform. NBCC does this by developing and communicating knowledge in the form of cancer care methodologies and frameworks across the cancer continuum. This knowledge and the results it engenders are then communicated to a wide range of stakeholders to inform policy development, implementation and evaluation.

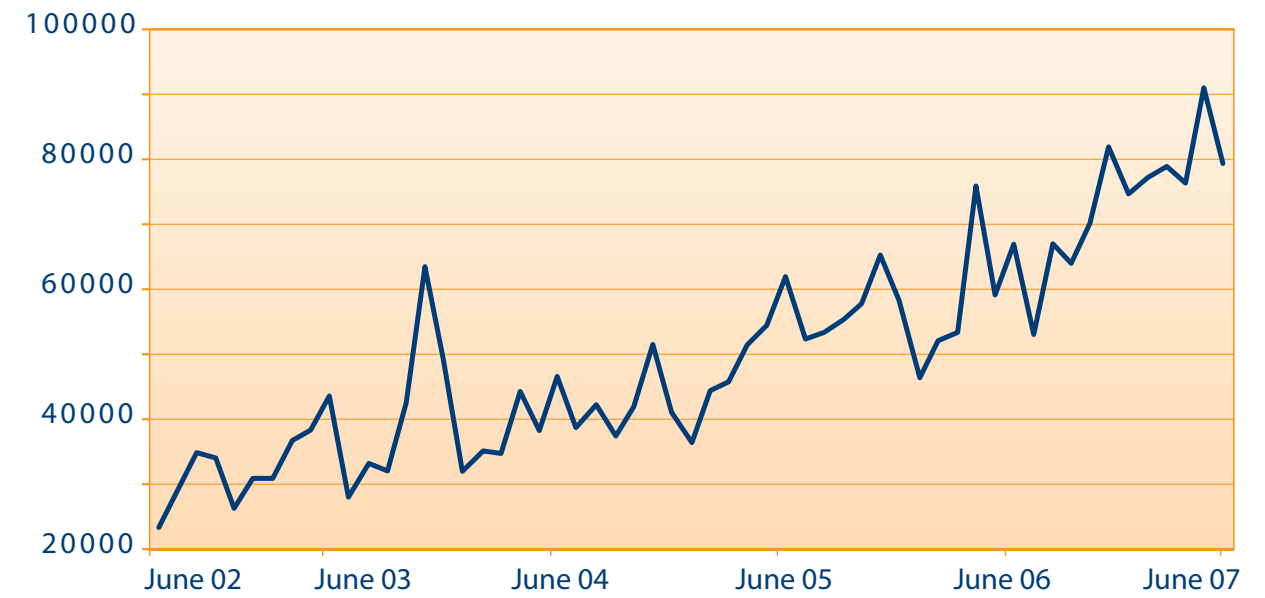
NBCC works in collaboration with stakeholders to develop and deliver its programs. As one of two bodies funded by the Australian Government with responsibility for national cancer control, NBCC intends to retain its separate identity while working in close partnership with Cancer Australia, using its independence, authority and credibility to assist the shaping and delivery of national cancer control initiatives.

2.2 NBCC'S STRATEGY FOR IMPROVING CANCER OUTCOMES

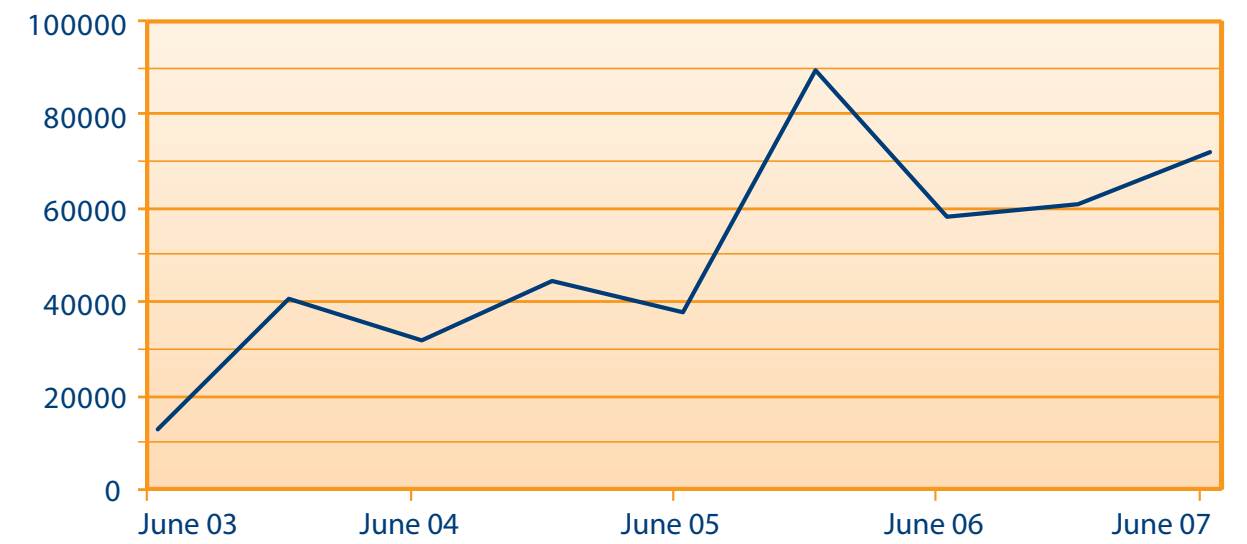
NBCC, through its focus on breast and ovarian cancer and the application of this work to other cancers, plays a key role in improving the quality of services, care and health system performance which contributes to improvements in consumer outcomes such as wellbeing and reduced mortality.

Raising community awareness and responding to consumer needs.

Total NBCC website visits



Total NBCC resources distributed



3. OUTCOMES FOR 2011

Influencing the broader cancer agenda through strategic partnerships and joint initiatives.

BETTER INFORMED COMMUNITY

1. Community is better informed and individuals can act on their knowledge to improve their outcomes from breast and ovarian cancer.

IMPROVED CARE

2. Increased numbers of consumers with breast and ovarian cancer receive the best possible care as evidenced by convergence in patterns of care with NBCC best practice recommendations.

REDUCED DISPARITY

3. The identification of gaps in cancer control and implementation of targeted strategies, results in reduced disparity of outcomes.

TIMELY EVIDENCE

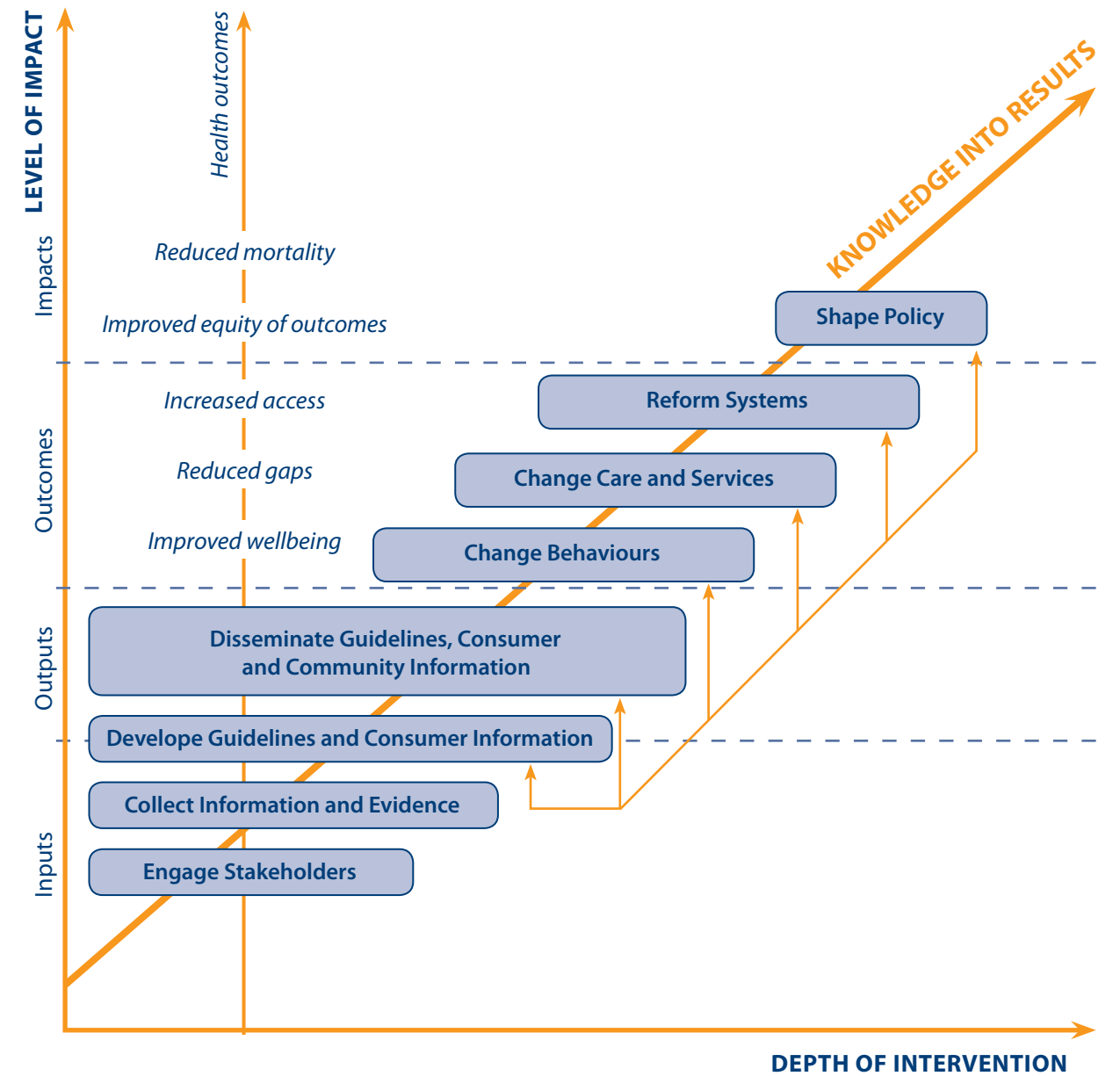
4. Timely, evidence-based information is available for consumers, health professionals, researchers, policy makers and the community regarding priority areas that impact on care and to support speedy and appropriate implementation where relevant.

WELL-LED NATIONAL CANCER CONTROL

5. There is increased influence and application of NBCC's methodologies and programs on national cancer control.

NATIONAL BREAST CANCER CENTRE - IMPROVING CANCER OUTCOMES

Informing and influencing policy and health service reforms.



The relationship between NBCC's outputs and the outcomes achieved for consumers is shown in the strategy diagram above.

4. STRATEGIC GOALS

GOAL 1: IMPROVE INFORMATION

The NBCC will work to ensure that consumers, health professionals, researchers, policy makers and the community have access to up-to-date and evidence-based information about breast and ovarian cancer.

Strategies:

- 1.1 Develop and implement a NBCC Communication Strategy that:
 - ❖ Raises and evaluates community awareness of breast and ovarian cancer
 - ❖ Reinforces NBCC as credible authority in breast and ovarian cancer
- 1.2 Improve development and dissemination of evidence-based information and promote uptake of guidelines and consumer information
- 1.3 Use information to stimulate activity to address gaps in policy and research

Performance Indicators:

- ❖ Increased knowledge about breast and ovarian cancer
- ❖ Increased use of NBCC as source of information
- ❖ Timeliness and reach of guidelines and consumer information is improved
- ❖ Demonstrated feedback to research groups of identified gaps

Activities:

- ❖ Conduct multi-faceted public awareness campaigns
- ❖ Implement public relations and media strategies
- ❖ Enhance the profile of the Ovarian Cancer Program
- ❖ Maintain surveillance of emerging research
- ❖ Establish and maintain system of timely development of clinical and consumer recommendations
- ❖ Maintain and improve systems to support effective dissemination of information
- ❖ Implement promotional strategies for uptake of recommendations

GOAL 2: CONTRIBUTE TO NATIONAL LEADERSHIP IN CANCER CONTROL

The NBCC methodology will be used to develop strategic approaches to improve cancer control in identified priority areas.

Strategies:

- 2.1 Consolidate and promote NBCC model
- 2.2 Identify gaps and determine priorities in evidence-based breast and ovarian cancer control
- 2.3 Address priority gaps in cancer control through impacts on practice, health systems and policy reform

Performance Indicators:

- ❖ The NBCC methodology is published and disseminated
- ❖ Strategies to address priority gaps in cancer control are implemented
- ❖ NBCC has demonstrated impact on policy in breast and ovarian cancer

Activities:

- ❖ Document and disseminate NBCC model and methodologies
- ❖ Conduct a national study to assess knowledge and behaviour in breast and ovarian cancer
- ❖ Identify and review data sources or undertake relevant research to determine priority areas of need
- ❖ Undertake relevant approaches to improve cancer control in priority areas (e.g. new models of care, quality improvement, policy development)

GOAL 3: MONITOR OUTCOMES AND DEMONSTRATE IMPACTS

The NBCC will enhance national data capacity by improving the consistency, quality and timeliness of monitoring and reporting of key indicators in breast and ovarian cancer control.

Strategies:

- 3.1 Improve national data capacity for breast and ovarian cancer with key partners
- 3.2 Develop and monitor key indicators to inform improvements in cancer control
- 3.3 Improve timely reporting of key indicators of breast and ovarian cancer

Performance Indicators:

- ❖ A National Monitoring and Reporting Data Strategy in breast and ovarian cancer is developed and implemented

Activities:

- ❖ Work with Cancer Australia, AACR and Cancer Registries, professional colleges, cancer organisations, jurisdictions and services to promote data capacity including:
 - Uptake of breast and ovarian cancer specific clinical data items
 - Uptake of indicators of psychosocial and multidisciplinary care
 - Data consistency across cancer registries
- ❖ Work with organisations such as BreastScreen, RACS/ASERNIP-S and AIHW to provide regular monitoring and reporting of national data to demonstrate impacts and identify areas of need

GOAL 4: ENHANCE OUTCOMES AND IMPACTS THROUGH PARTNERSHIPS

The NBCC will leverage and build capacity through strategic partnerships to maximise impacts on cancer control.

Strategies:

- 4.1 Leverage NBCC's work in breast and ovarian cancer through a clear strategic approach to partnerships
- 4.2 Influence broader cancer agenda through an effective partnership with Cancer Australia

Performance Indicators:

- ❖ Demonstrated impact of strategic and mutually beneficial partnership activities including partnerships with government, non-government and consumer organisations.

Activities:

- ❖ Develop MOUs, contracts, joint projects and activities with strategic partners
- ❖ Partner in joint initiatives with Cancer Australia

GOAL 5: STRENGTHEN CAPABILITY

The NBCC will demonstrate its effectiveness and capacity to impact on breast and ovarian cancer control.

Strategies:

- 5.1 Align the organisational structure, skills and processes to meet strategic objectives
- 5.2 Manage and promote recognition of intellectual property
- 5.3 Demonstrate the impact of NBCC initiatives in breast and ovarian cancer
- 5.4 Ensure financial sustainability of NBCC

Performance Indicators:

- ❖ Structure meets organisational needs and staff with appropriate expertise are available for each strategic priority
- ❖ Contribution from experts and advisors is maintained and enhanced
- ❖ Estimates of NBCC's social and intellectual capital are available
- ❖ Outcome and impact evaluation of NBCC initiatives are available

Activities:

- ❖ Conduct and implement a review of the organisational structure, skills and advisory capacity against the capabilities required
- ❖ Review and refine processes and methodologies to support achievements of strategic goals
- ❖ Identify and implement development activities for staff, Directors and key contributors to NBCC
- ❖ Develop a strategic approach to the management of intellectual property
- ❖ Develop and implement a comprehensive and systematic approach to evaluation of impact and outcomes of key NBCC activities
- ❖ Maintain and develop where appropriate best practice governance and management practices
- ❖ Pursue strategic opportunities to attract additional funding to support the achievement of organisational goals

National Breast Cancer Centre –
making a difference in women's health.