VISION
A cancer-free future

MISSION
Making life better for Albertans facing cancer

VALUES

Care
We meet the needs of patients, families, donors, staff and volunteers in a caring and compassionate manner.

Courage
We challenge the status quo and take measured risks to continuously improve.

Integrity
We act in a way that is truthful, transparent and accountable.

Respect
We create an environment where each individual is valued and treated with dignity.

Results Oriented
We drive better outcomes for patients, families and donors.

Teamwork and Collaboration
We develop and nurture partnerships that add value for Albertans.
We’ve all heard the cancer stories, read the stats, and most likely have experienced the impact of cancer up close and personal or with someone we love. In fact, if there’s one thing humans across the globe can agree on, it’s that no one wants to hear the words, “you have cancer.” So everyone is in favor of better care, facilities and above all else, outcomes. Together with the brightest minds in research and compassionate care, the Alberta Cancer Foundation is making life better for Albertans facing cancer.

We stand alongside every Albertan who hears those fateful words “you have cancer,” by pushing the pace of progress that leads to faster diagnoses, groundbreaking research and leading-edge treatments.

We don’t do this alone – we bring together donors, patients, healthcare providers and researchers, because we know this is the fastest way to close the gap between diagnosis and cure. We are the official fundraising partner for all 17 cancer centres in Alberta, including the Tom Baker Cancer Centre in Calgary and the Cross Cancer Institute in Edmonton. Through this partnership, we are able to make the most significant impact for patients, right at the point of care.

We do not exist to raise money…we raise money as a means to an end. We invest your money with a clear line of sight to patient outcomes. We invest donor dollars in initiatives that provide real-life returns. We measure the returns on investment in results, outcomes and impacts. Cancer patients returning to their lives. Parents returning to young children. Employees returning to work. People from all over our province returning, in the thousands, to their communities. What greater return on investment could there possibly be?

WE MAKE LIFE BETTER FOR ALBERTANS FACING CANCER

For every Albertan who hears the words “you have cancer,” we offer three in return – “we will help.”
Our vision, mission and values are the key drivers for all that we do. They inform the development of our strategic goals which serve to focus our energy and resources on those areas most critical to achieving our vision and mission.

There are two core elements to our business – dollars raised and dollars invested. These core functions are reliant on mutual success. Through effective fundraising, we are able to strategically invest in things that will help us achieve our desired outcomes, including leading-edge research, programs and care. As we demonstrate the success of these investments, we are able to further engage donors, which in turn, leads to increased donor investment.

We set our investment priorities based on the potential to lead to progress on our strategic goals; clinicians, healthcare professionals, researchers, patients and families help us determine those priorities. We then “source” initiatives and programs consistent with our priorities; these will be specific investments made in transformative opportunities, and innovations leading to improved clinical practice and care. Our specific investments are focused on achieving impact and measurable outcomes in relation to one or more of the strategic goals.

**OUR STRATEGY**

Our vision, mission and values are the key drivers for all that we do. They inform the development of our strategic goals which serve to focus our energy and resources on those areas most critical to achieving our vision and mission.

There are two core elements to our business – dollars raised and dollars invested. These core functions are reliant on mutual success. Through effective fundraising, we are able to strategically invest in things that will help us achieve our desired outcomes, including leading-edge research, programs and care. As we demonstrate the success of these investments, we are able to further engage donors, which in turn, leads to increased donor investment.

We set our investment priorities based on the potential to lead to progress on our strategic goals; clinicians, healthcare professionals, researchers, patients and families help us determine those priorities. We then “source” initiatives and programs consistent with our priorities; these will be specific investments made in transformative opportunities, and innovations leading to improved clinical practice and care. Our specific investments are focused on achieving impact and measurable outcomes in relation to one or more of the strategic goals.

**OUR PRIORITIES**

- Reduce Cancer Risk
- Diagnose Earlier
- Treat More Effectively
- Improve Quality of Life

**Managing Our Investments**

- Philanthropists: Make Meaningful Investments
- The Foundation: Align Donor Interests and Strategic Priorities

**Selecting Our Investments**

- Criteria:
  - Clear line of sight to patient
  - Leverage
  - Measurable outcomes

**Generating Impact Ideas**

- Patients
- Researchers
- Caregivers

**Making Life Better for Albertans Facing Cancer**
Our strategic goals are focused on outcomes:

- Diagnose cancer earlier;
- Improve the effectiveness of cancer treatments;
- Improve quality of care and life for cancer patients and families; and
- Reduce the risk of developing cancer.

**Diagnose Cancer Earlier**

“Earlier diagnosis of cancer offers the greatest potential for transformational improvements in patient outcomes. Research confirms the chances of surviving cancer increase significantly for the vast majority of patient groups with early diagnosis and treatment. For example, a patient diagnosed with stage 1 lung cancer has over a 70% chance of survival beyond one year. This drops to less than 15% if diagnosed at stage IV.” (Beating Cancer Sooner: Cancer Research UK; 2013). Current literature suggests that use of predictive biomarkers and improved screening programs offer significant promise for early detection.

**Strategic Initiatives**

1. **Enable Early Diagnosis:**
   - Invest in programs and initiatives that encourage and support earlier and effective diagnosis of cancers. This may include:

   1.1 **Biomarker Research:**
   - Invest in research and translation in predictive and diagnostic biomarkers for early detection of cancers.

   1.2 **Enhance Screening Programs:**
   - Invest in initiatives designed to improve public awareness, province-wide access, and effectiveness of screening programs (e.g., mobile screening programs).

   1.3 **Innovative Approaches:**
   - Facilitate the adoption of new screening technologies, innovative programs and best practices designed to encourage early diagnosis and fast tracking of treatment.
IMPROVE THE EFFECTIVENESS OF CANCER TREATMENTS

Cancer is a complex set of diseases that are currently treated with a broad range of therapeutic interventions – surgery, systemic and radiation therapy.

Strategic Initiatives

1. **Translational Research:**
   Invest in translational research and/or its application, with high potential to produce positive outcomes for patients. For example:

   1.1 **Personalized medicine** – using an individual’s biomedical information to better diagnose, treat and prevent cancer e.g. biomarkers, molecular analysis, targeted therapies.

   1.2 **Innovations in image** – guided treatments.

   1.3 **New therapies** – including novel targeted drugs, novel treatment delivery systems.

   Translational research: knowledge gained from research is used to provide new treatment options or change practice for patients.

2. **Clinical Trials:**
   Invest in clinical trials to advance and accelerate medical knowledge, best practice, and drive improved patient outcomes or quality of life.

3. **New Treatments and Best Practices:**
   Facilitate the adoption of new treatments and best practices such as new clinical practices that result in better patient outcomes or health system efficiencies.

4. **Training and Support:**
   Enhance cancer research and care through targeted training and support; e.g., clinician scientists and translational researchers.

"New technologies, including genetic sequencing and molecular imaging, tell us that each person’s cancer is as unique as their fingerprints, creating an opportunity for more precise treatment. Personalized, minimally invasive surgery and radiotherapy combined with molecularly targeted agents for diagnosis, imaging and therapy focusing particularly on patients with early stage disease, will dramatically improve our chances of delivering long-term survival.”

(Professor Gillies McKenna; Oxford Institute for Radiation Oncology)

"Ideally patient treatment decisions should be made on a truly individual basis, both at the initiation of treatment and at the point of recurrence, utilizing a more complete understanding of the nature of the tumor and its surrounding environment.”

(Beating Cancer Sooner: Cancer Research UK; 2013)
IMPROVE QUALITY OF CARE AND LIFE FOR CANCER PATIENTS AND FAMILIES

Expert care and support for patients is required from their first symptom to survivorship, palliation and end of life. The goal is to deliver this spectrum of cancer care and improved quality of life across the province, no matter where people live.

Strategic Initiatives

1. **Improved Care and Quality of Life:**
Make strategic investments in initiatives that improve the quality of life for cancer patients and their families. Specific areas of focus include:

   1.1 **Supportive Care:**
      1.1.1 Survivorship
      1.1.2 Palliative care / symptom management
      1.1.3 End-of-life care
      1.1.4 Programs that directly support cancer patients e.g. Patient Financial Assistance Program, Alberta Cancer Foundation Patient Navigators

   1.2 **Enhance Care in our Cancer Centres**

2. **Facility Development Priorities:**
Support the re-development of existing facilities and development of new cancer facilities across the province, consistent with our donors’ interests and capacity.

REDUCE THE RISK OF DEVELOPING CANCER

There is strong research evidence that demonstrates the relationship between lifestyle and environmental factors and the risk of developing cancer. Almost half of cancers are linked to preventable risk factors. Smoking is by far the most important preventable cause of cancer, followed by poor diet, obesity, alcohol abuse, and work environment.

Strategic Initiatives

1. **Establish partnerships to reduce risk and improve prevention priorities:**
Leverage relationships with other organizations and agencies to build cancer risk reduction strategies and interventions and make targeted investments in selected areas. This will include:

   1.1 **Cancer Risk Factors:**
Investments are focused on identifying a range of factors that accurately define the risk of developing cancer, with a view to informing the development of targeted prevention or early detection strategies.

   1.2 **Healthy Lifestyle Choices:**
Supporting policy and other initiatives that empower people to make lifestyle choices that reduce the risk of cancer.

   1.3 **Other Initiatives:**
Other cancer risk reduction and prevention initiatives identified in collaboration with Alberta Health Services, clinicians, investigators, patients and other organizations.
ENGAGING DONORS, INVESTING AND MANAGING FOR IMPACT

Donors are actively engaged and effective processes are in place to achieve sound stewardship of resources. Investments are attracted and linked to specific initiatives, or portfolios of initiatives, which are in turn linked to defined outcomes to be achieved. The Foundation manages its business to ensure predictable revenue sources and long-term financial sustainability.

1. Optimize Donor and Stakeholder Engagement
   - Ensure donor investor capacity and willingness are aligned with the Alberta Cancer Foundation’s strategic initiatives
   - Generate sufficient revenue to support strategic program investment targets and operational needs
   - Enable and maintain effective stakeholder and partner relationships

2. Invest for Impact
   - Ensure that we have a portfolio of robust, well managed investments in each of our core strategic goals that are demonstrating successful achievement of milestones AND are appropriate for philanthropic investment
   - Ensure that our strategic program investment portfolio is appropriately balanced and successfully managed with respect to risk and impact
   - Implement a patient partnership strategy
   - Ensure annual investment liabilities are matched to available revenue

3. Manage and Govern for Excellence
   - The Alberta Cancer Foundation has a high performing, highly engaged workforce contributing to our mission effectiveness
   - The Alberta Cancer Foundation is financially sustainable and has ideal capacity to implement its strategic plan
   - The Alberta Cancer Foundation has highly effective data and information management systems in place to support our business
   - The Alberta Cancer Foundation has a high performing Board of Trustees that provides exemplary governance and strategic direction for the organization
Every day, we hear from donors who want to do something about cancer—make more progress, save more lives.

At the Alberta Cancer Foundation, we stand alongside every Albertan who hears the words “you have cancer.” Through the generosity and commitment of our donors, we invest in people, ideas and initiatives that push the pace of progress, ignite the brightest and best minds in research and implement leading-edge treatments to improve lives.

We can only do that with the commitment of individual and corporate philanthropists, the dedication of hundreds of event organizers and participants, and the thoughtfulness of those leaving a donation in memory or in honour of a loved one.

Here’s how people can become involved with us:

• Participate and raise money in events ranging from a lemonade stand to the Enbridge Ride to Conquer Cancer
• Donate outright whether on behalf of an individual and their family, or through a corporate gift or sponsorship
• Make a provision in their estate plans
• Donate in tribute of a loved one, friend or in gratitude of a special caregiver
• Respond to direct mail appeals whether online, via a monthly payment arrangement, or other methods
• Purchase a ticket in our Cash and Cars Lottery

Last year, people in communities right across this province raised money to help us achieve our mission, and this collective impact is what makes it possible to deliver results. Whether it’s a head shave to benefit a local cancer centre or a corporate gift that allows for better, more precise radiation to take place across the province, our donors come together to be part of the solution.

By diversifying our fundraising methods, we are equipped to appeal to our supporters, whatever their situation, weather economic storms and continue working toward our long-term vision. We are proud of what we have accomplished so far, but share an urgency with our donors to act even faster, make even more progress today. We are accountable to our donors and want to ensure we deliver a transformative impact on their investment.

---

**OUR IMPACT, SO FAR:**

**Improve quality of life**
- Alberta Cancer Foundation Patient Navigators are at 15 regional and community cancer centres across Alberta, steering patients and families faced with cancer to the right resources at the right times.
- Each year, thousands of Albertans facing cancer benefit from financial assistance when they need it most.

**Reduce the risk/detect cancer earlier**
- Lung cancer deaths can be prevented with low dose CT screening, yet no province has a program in place. Our investment is screening 800 high risk people and so far, has already confirmed two lung cancer diagnoses—both detected at an early stage that led to successful surgeries. A tobacco cessation strategy is also part of this program.

**Improve treatment**
- Clinical trials are the engine that drives life-saving treatment and the Foundation has helped enroll thousands of patients. One recent clinical trial shows cardiac interventions can prevent damage to the heart from chemotherapy, changing practice around the world.
HOW WE INVEST

No one invests without expecting a return on their investment. In our case, that return is the biggest and most important one the human mind can imagine: healthy loved ones. What can be a more important measurement of success than that?

INVESTMENT MODEL

With a new sense of urgency for results, the Alberta Cancer Foundation has shifted the paradigm of how to turn philanthropic dollars into true progress. We are accountable to our donors, stakeholders, investors, collaborators and most of all, patients and families, to make an impact and improve outcomes for Albertans. We consider our investment decisions through both an investee and a donor lens.

Our investments are strongly focused on our mission and will:

- Enable earlier detection, reduce cancer risk, improve cancer treatments and improve care and quality of life
- Have a direct line of sight to patients and families
- Accelerate the pace of progress, foster innovation and significantly improve clinical practice
- Be measurable, sustainable and aligned with donor interests
- Bring together donors, patients, health-care providers and researchers to unlock innovative and novel solutions.
- Pursue scientific excellence for research opportunities
- Demonstrate compelling and strong evidence in support of new care, prevention and screening initiatives
- Ensure accountability through financial management

Patients are at the core of everything we do. We make investments that have a direct impact on patient outcomes and we measure and report on performance against these outcomes. We fund initiatives with high potential impact for cancer patients, reflecting a balance of short, medium and long-term timeframes. Preference is given to making larger investments in targeted programs – rather than making large numbers of small investments across a wide spectrum.

We actively seek collaboration and partnerships to leverage our donor investments to accelerate the progress of the most promising opportunities. We act as a broker and facilitator to bring investors and partners to the table. Resources for initiatives may be leveraged from multiple sources, including industry, healthcare providers, research organizations, academic institutions, governments, and other provinces.
INVESTMENT FOCUS

The Alberta Cancer Foundation increases opportunities for cancer patients in Alberta to have access to the best technologies, treatments and care. Because of our investments, cancer risk factors are reduced, faster diagnosis and effective treatment is provided, and cancer patients and their families have improved quality of life. We invest to achieve results within defined timeframes and focus our investments across the cancer continuum depicted below.

Through our partnerships with Cancer Control Alberta, the universities and industry partners, we focus our investments along the cancer continuum. This leads to the selection of evidence-based programs to prevent cancer, detect cancer in its early stages, diagnose and offer the best available treatment, as well as support Albertans as survivors or at the end of life.

INVESTMENT PHASES

At the Alberta Cancer Foundation, we don’t leave the identification of the right investments to chance. We proactively:

- Source opportunities;
- Select opportunities most likely to achieve the desired impact;
- Participate in the project design; and
- Provide oversight and management through ongoing monitoring, reporting and implementing into practice.

To do this, the Foundation accesses necessary resources such as research expertise, patient engagement resources, consortia design and project management. A research advisory committee comprised of provincial, national and international experts helps set priorities and select investments.

The Alberta Cancer Foundation delivers impact and positive outcomes for Albertans facing cancer. Our business model ensures that each and every investment we make will enable us to do this.

Adapted from: Alberta’s Cancer Plan to 2030, Government of Alberta

INVESTMENT PRINCIPLES

At the Alberta Cancer Foundation we identify, select and manage investments using a rigorous process incorporating expert recommendations and defined investment principles. We make investments that directly contribute to our four core priorities: Diagnose cancer earlier; Improve the effectiveness of cancer treatments; Improve care and quality of life for patients and families facing cancer; Reduce people’s risk of developing cancer.

The principles we apply when we select investment opportunities are:

1. Patient-focused
This is why we are here. Our investments must have a direct line of sight to patients and families and a clear and direct impact on patient outcomes.

2. Transformational
The investments we make must be transformational. This can include the development or adoption of ideas, discoveries, tools, pathways, and/or systems that will accelerate or revolutionize patient outcomes.

3. Collaborative
The Alberta Cancer Foundation knows that interdisciplinary, multi-industry, global collaboration will accelerate the pace of discovery and implementation, resulting in better outcomes for patients in Alberta. When selecting and managing investments, we assess their use of collaboration and partnerships to optimize success. Engagement of stakeholders and involvement of patients and families is a key consideration in our investment decision.

4. People Powered
We believe that our ability to impact patients’ lives through innovation in cancer care is only as good as the people doing the work. Directly through our investing in people strategy and indirectly through our investments, we support the training, recruitment and retention of the best in the business.

INVESTING WHERE WE CAN DELIVER THE BIGGEST POSSIBLE RESULTS FOR PATIENTS

At the Alberta Cancer Foundation we are focused on changing the lives of Albertans facing cancer. Every day, we make the most impactful improvements to cancer care in Alberta. Together, we bring earlier detection, improved treatments, enhanced quality of life, and prevention strategies to all Albertans so that no matter where Albertans hear the words “you have cancer,” the investments we make today will change their lives.

Our investments impact almost every Albertan facing cancer in this province today. In fact, the 17 cancer centres we support saw more than 500,000 patient visits last year. And thanks, in part, to Alberta Cancer Foundation investments, more than 100,000 Albertans previously diagnosed with cancer are alive today. That number translates into many moments with loved ones and many incredible returns on investment.
MEASURING OUR PERFORMANCE

We carefully select our investments on their potential to detect cancer earlier, reduce risk, improve treatments, care and quality of life.

We collaborate with our partners in the health-care system to focus on what matters most and will regularly report on:

- Changes in cancer incidence
- Changes in cancer rates
- Changes in cancer mortality
- Improvements in cancer system performance, which may include:
  - Cancer screening rates
  - Diagnosis wait-times
  - Radiation therapy wait-times
  - Clinical trial participation
- Patient outcomes and satisfaction

We will measure the Impact of our Investments against the following expectations:

- We have appropriate proportional investment in priorities
- We demonstrate sufficient leverage for our investments
- We have significant levels of patient and family participation in our business
- Our program investments demonstrate expected performance (e.g. % achieving milestones, financial performance, etc.)
- Our program investment portfolio is appropriately managed with respect to risk and impact
- We demonstrate that the health system is adopting new clinical practices/technologies, etc. that the Alberta Cancer Foundation has invested in

We will measure our Donor and Stakeholder Engagement against the following expectations:

- We are raising sufficient funds to invest wisely
- Our donors have affinity to and are investing in our core priorities
- Our fundraising channels are appropriately balanced
- We acquire, retain and convert our donors at appropriate rates
- We have effective government and health system relationships
- We demonstrate high levels of brand and reputational awareness and affinity

We will measure Operational and Governance Excellence against the following expectations:

- Our organization is financially sustainable
- Our employees are highly engaged
- There are high levels of individual employee performance
- We have a high performing Board of Trustees
The Alberta Cancer Foundation is proud to be the official fundraising partner of all 17 Alberta Health Services cancer centres.

Foundation Offices

**Edmonton**
710-10123 99 Street NW
Edmonton, Alberta T5J 3H1
P: 1.866.412.4222

**Calgary**
Suite 300 1620–29 Street NW
Calgary, Alberta T2N 4L7
P: 1.866.412.4222

**Cross Cancer Institute**
11560 University Avenue
Edmonton, Alberta T6G 1Z2
P: 780.432.8500

**Tom Baker Cancer Centre**
1331 – 29 Street NW
Calgary, Alberta T2N 4N2
P: 403.521.3433

**Jack Ady Cancer Centre**
960 19 Street
Lethbridge, Alberta T1J 1W5
P: 403.388.6867

Cancer Centres

Cross Cancer Institute, Edmonton
Tom Baker Cancer Centre, Calgary

Associate Cancer Centres
Central Alberta (Red Deer), Grande Prairie, Jack Ady Cancer Centre (Lethbridge), Margery E. Yuill Cancer Centre (Medicine Hat)

Community Cancer Centres
Barrhead, Bonnyville, Bow Valley, Camrose, Drayton Valley, Drumheller, High River, Hinton, Lloydminster, Fort McMurray, Peace River

[albertacancer.ca](http://albertacancer.ca)