



CANCER SUPPORT COMMUNITY MONTANA

To ensure that all people impacted by cancer are empowered by knowledge, strengthened by action, and sustained by community.

Cancer Support Community Montana Strategic Plan 2022-2024





CANCER SUPPORT
COMMUNITY
MONTANA

**Cancer Support
Community Montana
license plate now
available!**

We offer support programs for everyone affected by cancer, free of charge.

**"Ensuring that all people impacted by
cancer are empowered by knowledge,
strengthened by action, and sustained by
community."**

**Proceeds from the license plate will
benefit Cancer Support Community
Montana and local
Montanans who use our services!**

**Check out our website at
cancersupportmontana.org
to learn more.**

**We offer support programs for everyone
affected by cancer; *free of charge.***



Family Programs



Healthy Lifestyle



Emotional Support



Education Pathways



Mind Body

Strategic Plan 2022-2024

Serve More People with Exceptional Supportive Care

Introduction

Cancer Support Community Montana (CSCMT) is at an unprecedented and transformational time in our history due to a host of forces and trends that are unfolding generally in health care and specifically in cancer care. People impacted by cancer have been shrouded by a pandemic that has forced many people into isolation and challenged the healthcare system in ways we have never seen before. During this time, many dedicated oncology and public health professionals have been, and continue to work tirelessly to revamp services to ensure access to medical and psychosocial care. Simultaneously, adults and youth witnessed an increase in depression and anxiety and reached out to find ways to decrease worry about the future.



Bozeman Chapter



COVID affected many people with isolation, illness and death, and it has been a difficult time for many in our community. It also gave us an opportunity to reinvent the way health care services are offered through a virtual platform and laid the groundwork for an expansion of the Virtual Community. The growing interest in the benefits of psychosocial support, and the emerging acceptance of using the internet to find support have created a significant opportunity for CSCMT to take a leadership role in transforming the cancer experience across Montana.



Missoula Chapter

This transformation is urgently needed as cancer incidence and costs are skyrocketing with the aging of the baby boomer generation, coupled with exploding population growth. Cancer Support Community Montana has much to offer with over a decade of experience in delivering evidence-based support services carefully implemented through five pillars of care: Family Programs, Healthy Lifestyles, Emotional Support, Education Pathways, and Mind/Body.



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COMMUNITY
IS STRONGER than cancer

Mission & Vision

Mission: People impacted by cancer are empowered by knowledge, strengthened by action, and sustained by community.

Vision: Cancer Support Community Montana is the leading community-based education and support resource in Montana for people and their families impacted by cancer and ensures that no one faces cancer alone.

Case Statement

We must increase our capability to serve more people and improve how we engage cancer survivors and caregivers in the empowerment process during treatment and into survivorship. There are several pivotal endeavors we need to undertake in order to propel our patient-centered agenda forward, and overcome some of the barriers: 1) educate and empower caregivers by helping them recognize their own needs and the value of self-care; 2) develop the infrastructure necessary to capture and care for the needs of people during post-treatment; 3) enhance and expand programs for underserved populations that include previvors, people aged 18-45, men and grieving youth; 4) optimize our technological infrastructure and brick-and-mortar locations to enable us to reach rural, American Indian, and frontier communities across Montana.



The cancer landscape has evolved over the past years, and with more advanced treatments, patients are living longer with cancer. Medical advancements have also increased the complexity and length of treatment and altered the way that CSCMT must be available to help people navigate their care. Furthermore, research demonstrates that psychosocial care is an important part of the standard of care that all cancer patients deserve, and CSCMT has the capacity to rise up and provide these services for all people impacted by cancer across the state. It is clear that more comprehensive patient care produces better health outcomes at reduced costs, and Cancer Support Community Montana has been meeting this challenge since its inception in 2004, but it is time to do more. Our emerging focus must be on engaging the whole patient and family from the beginning of diagnosis through long-term survivorship.

Based out of Bozeman, Montana, CSCMT is a 501c3 that serves the entire state, and is one of CSC network partners in the United States, with two in Canada, one in Tel Aviv and one in Tokyo. Over 50 programs are offered each month for youth and adults, free of charge, to improve quality of life, reduce isolation and enhance a sense of empowerment and hope. Participants walk away with an action plan and tools to advocate for their own health. The network is growing in Montana with Chapters both in Bozeman and Missoula, a Healthcare Partnership at the Indian Family Health Clinic in Great Falls, and Resource Centers being developed across the state to bring these vital programs to the people who need them most. CSCMT will continue to grow in a fiscally responsible manner to ensure that no one faces cancer alone.

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LONELY, MORE
CONNECTED AND MORE
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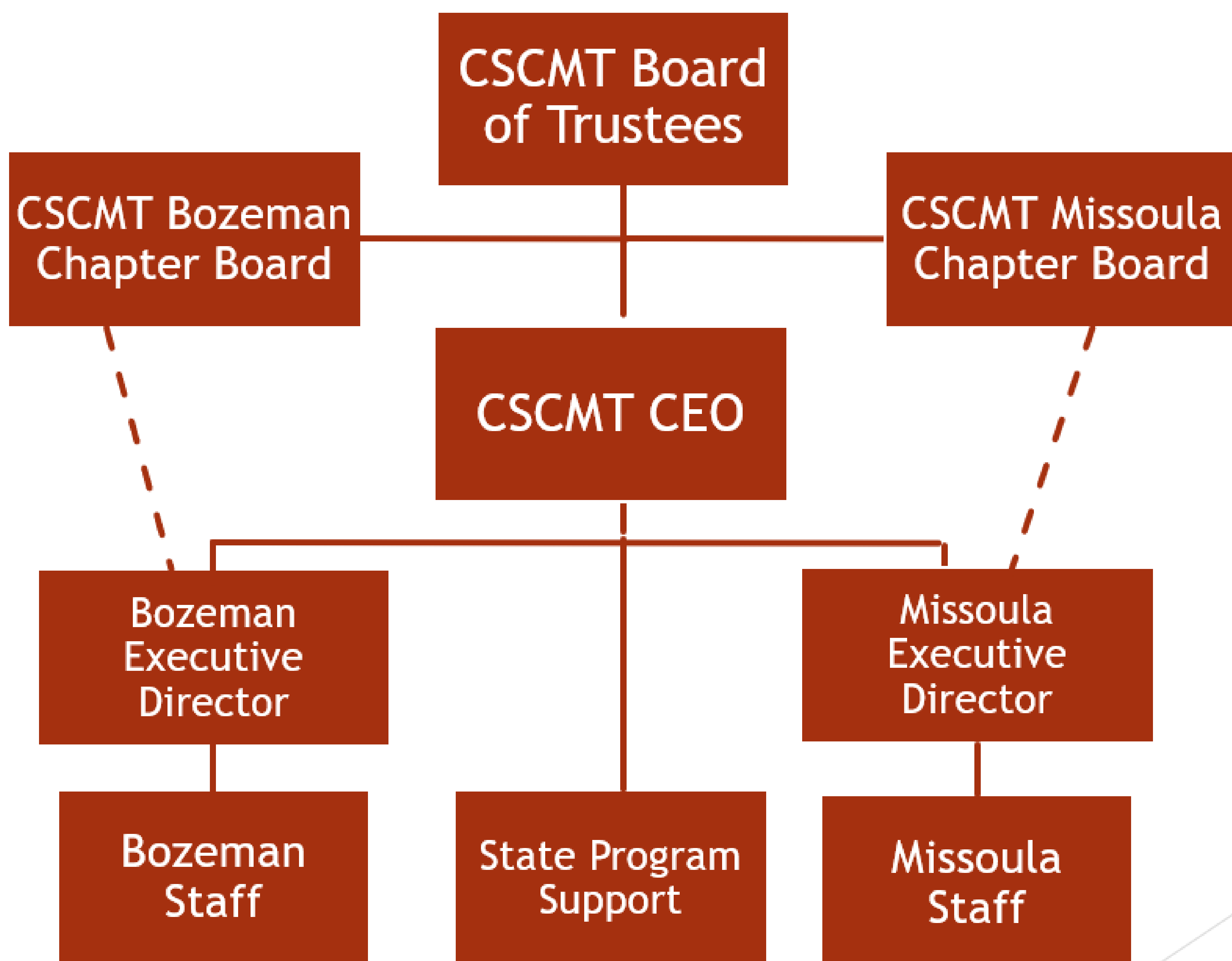
**COMMUNITY
IS STRONGER** *than cancer*

Guiding Principles:

- People impacted by cancer are our True North, and decisions are based first and foremost on the benefit of participants.
- CSCMT promotes health equity and values differences in cultures to ensure that all people impacted by cancer – regardless of race, gender, sexual orientation, or socioeconomic status – can be empowered by knowledge, strengthened by action, and sustained by community.
- CSCMT is committed to evidence-based practice and organizational excellence in mission delivery.
- We help our participants advocate for themselves to improve quality of life through an empowerment philosophy.
- Community is Stronger than Cancer, and we work in collaboration with our communities.

Cancer Support Community Montana's New Organizational Structure

As we grow to meet the needs of the cancer community, we have set ourselves up to be successful on all levels. By structuring our organization in this way, we are better able to be present for the community and accomplish our strategic goals efficiently. Our team is our most valuable resource because they are the ones ensuring the best possible service for participants. It is important that the team is well supported while providing services for CSCMT.



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Strategic Planning Process

Cancer Support Community Montana is embarking on a bold strategic plan to double the number of people served across Montana, with an innovative business model that is poised to address the changing dynamic in the cancer patient experience and allow for enhanced services for patients, caregivers and children. This strategic growth includes opening new Chapters, expansion into rural and frontier areas of Montana, a growing network of collaboration, and enhanced participant engagement. The year-long strategic planning process included:

- Data review of the changing scope of cancer to include population growth, cancer rates, and research outcomes regarding impact of our services on people affected by cancer.
- Community needs assessment in Gallatin County, a Cancer Needs Assessment in conjunction with Bozeman Health, and review of the Montana State Health Improvement Plan.
- Stakeholder engagement with providers, community members, business sponsors, cancer survivors, parents of youth diagnosed with cancer, volunteers and health system leadership.
- Policy landscape review related to health care delivery in Montana and legislation related to nonprofit business in partnership with the Montana Nonprofit Association.
- A Continuous Quality Improvement process completed with CSCHQ to examine adherence to best practice and standards of excellence of governance, operations and program delivery.
- Strategic Planning Retreat with Board of Trustees and staff.

There are 6,100+ new cancer cases in Montana each year.

Cancer is the #2 cause of death in MT.

The highest incidences are breast, lung, prostate and colorectal cancers.



Each year 1.8 M people are diagnosed with cancer in the US.

The number of cancer survivors is expected to increase from 15.5M to 20.3M by 2026.



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Organizational Excellence & Business Development

CSCMT provides an environment that fosters optimal health and vitality for participants, volunteers and staff. Staff are our most valuable resource because consistent, passionate members of the team ensure the best possible service for participants. It is important that employees are qualified, well-trained, satisfied and supported to be their best while enjoying a valuable experience providing service for CSCMT. In addition, CSCMT honors partnering with volunteers in the community to provide administrative and program support. We strive to build consistent, effective systems and policies that drive quality services and foster innovation and strategic growth across Montana.

Goals by 2024:

1. Grow, develop and strengthen the CSCMT Board of Trustees as well as the Chapter Boards to full capacity as defined by the bylaws. Annual evaluation will demonstrate effective governance, competent board participation, and 100% giving among board members.
2. Build a healthy, inclusive, and empowering culture to improve employee retention, satisfaction, and diversity. Build on strengths in the staff and senior leadership for mission focus and collaboration with clear goals and objectives.
 - a. On an annual basis: assess, create, and implement a Team Development Plan that will address training needs of the staff, and demonstrate an excellent level of employee satisfaction as defined by an annual evaluation.
 - b. Design and implement a Performance Management Plan that includes a planning and tracking system for each Chapter and department, including quarterly performance plan meetings.
 - c. Train and develop the team to ensure cross training in the event of an extended absence.
 - d. Complete a wage and benefit analysis to ensure that CSCMT offers a competitive edge to attract and retain valuable employees.
3. By December 2022, develop a team of mental health professionals that can assist program staff in delivery and development of programs and services. This team could be local professionals, those in retirement, or graduate student interns of mental health.
4. Strengthen and grow our volunteer program for better utilization and satisfaction by doubling our social media followers and cultivating at least 5 business partnerships per Chapter.

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The Five Pillars of Cancer Support Community Montana

Cancer Support Community Montana serves Montana cancer survivors at any stage of diagnosis and survivorship, their families, and loved ones through programming all offered free of charge. Our programming model is comprised of 5 pillars:

We offer support programs for everyone affected by cancer; **free of charge.**



Family Programs



Healthy Lifestyle



Emotional Support



Education Pathways



Mind Body



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Programs & Services

Programs are the heart of what we do and drive our decision-making. Although our programs are strong and appreciated by participants, we need to serve more people across Montana. It is critical to provide for the needs of cancer survivors, caregivers, children, and couples by fully engaging them early in the diagnosis process, and then particularly after active treatment.

Goals by 2024:

1. Strengthen the Survivorship program by implementing Cancer Transitions by mid-2022. Develop and incorporate caregiver and family component into Cancer Transitions to help the entire family unit move forward with increased understanding and relational connection by Q1 2023.
2. Ensure that participants feel supported throughout the entire cancer experience. Engage participants from time of diagnosis and through survivorship to help them utilize all aspects of CSCMT.
 - a. Increase the number of people served by 100% in Montana.
 - b. Identify program metrics in alignment with CSCHQ. Each Chapter develop an annual plan to achieve desired programmatic outcomes.
 - c. By the end of 2022, develop a graduation program to allow participants to move on in a healthy manner and offer means to stay connected to the organization through volunteering and social opportunities.
3. Utilize the Cancer Support Source as a part of program intake for all applicable cancer survivors and caregivers.
4. By Q2 of 2022, develop a comprehensive evaluation plan that measures program effectiveness and annually measures desired outcomes of our programs for both youth and adults, and provide an annual report to Board and community partners.
5. By the end of 2023, implement messaging and programs to address the needs of caregivers and children.
6. Complete a research and technology review to ensure we utilize research and best-practice programs as the fields of cancer and psychosocial care evolve.
7. In addition to other annual programming, specifically expand programming in the following areas:
 - a. Social engagement programs that increase a sense of community
 - b. Peer to peer support - utilize survivors and the virtual platform to provide access and include it in our graduation program
 - c. Preivors and those genetically connected to cancer
 - d. Children's grief services
 - e. Young adults, as well as the college population through CSCU program

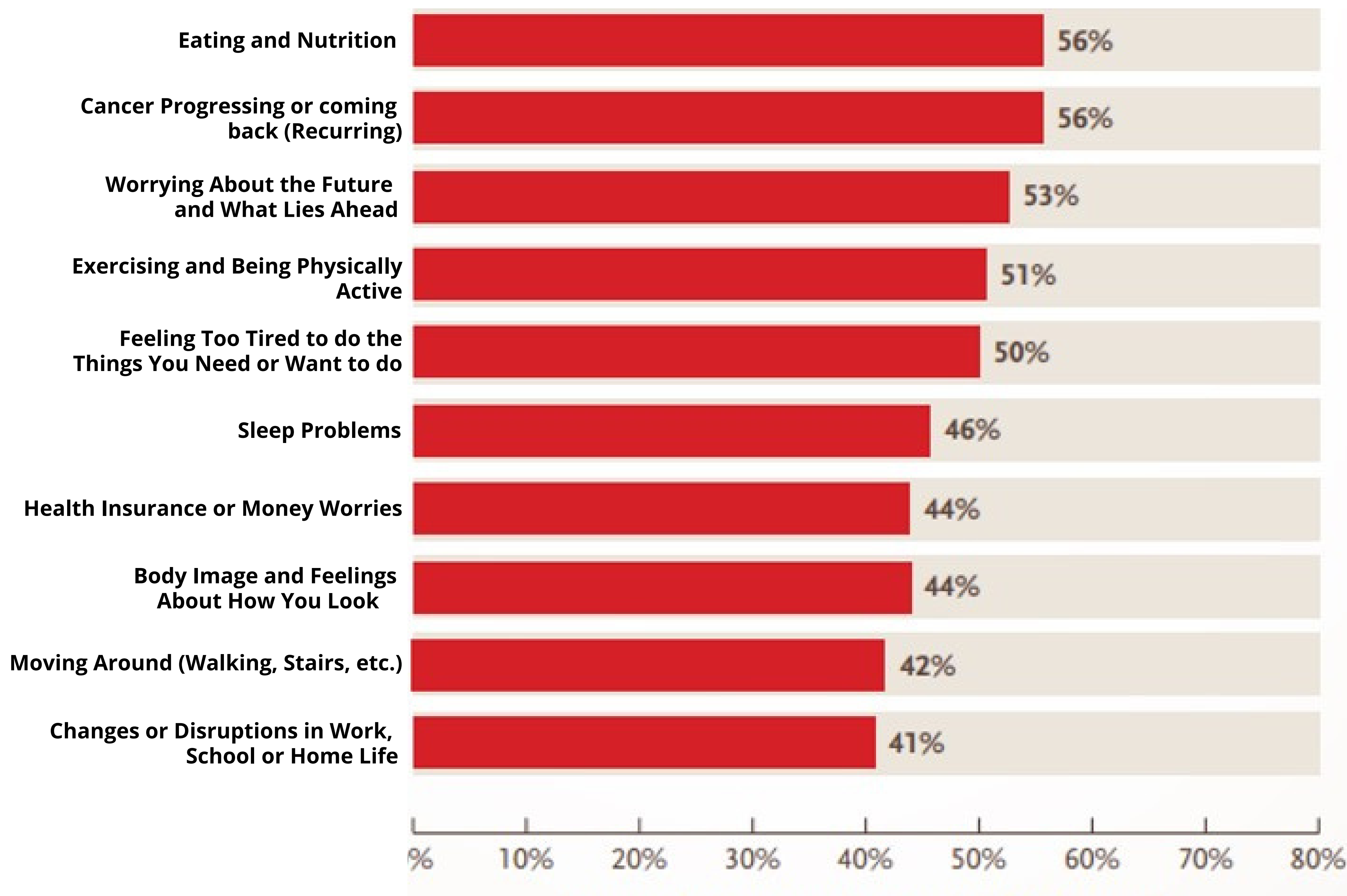


For children whose parents have cancer, open communication is necessary, but parents must be supported and resourced in order to improve family coping after a cancer diagnosis (Semple & RGN, 2012).

The Research and Training Institute

The Research & Training Institute (RTI) has become a leading expert in the cancer patient and caregiver experience. The RTI conducts novel psychosocial, behavioral, and survivorship research to advance scientific knowledge, inform policy initiatives, and support development of supportive care programming and education. As the demand for patient-centered care grows stronger, there is a related need for research that sheds light on the patient experience.

Top Concerns among General Registry Participants



Percent Moderately to Very Seriously Concerned



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Fiscal Health

All of the programs offered at Cancer Support Community Montana are available free of charge for people affected by cancer. This is valuable and instrumental to our philosophy. Therefore, sustainable fiscal health for the organization is paramount for continued execution of services.



Goals by 2024:

1. Expand the donor stewardship program to ensure an understanding of the full breadth of programs offered by CSCMT. Show donors the value of the programs as well as how funds are spent.
2. Beginning in 2022, develop a “cancer of the month” program and by 2024 have at least eight months a year funded by a financial sponsor in each community.
3. Enhance Chapter Board engagement in cultivation and stewardship of funds, and hold 3 successful Taste of Community events annually.
4. In each Chapter, promote Planned Giving with a minimum of 10 financial offices, and mention in all printed fundraising documents.
5. Develop the ability for CSCMT to fund the statewide office through contracts and grants. Demonstrate cost savings and enhanced capability throughout the entire state through a process of full-cost-accounting. Increase the ability of each Chapter to raise funds that will support the growing cost of living and population growth.
6. Grow the investment assets through a slow process of acquisition while also providing annual investment income funds for programs.

Outreach & Public Relations

For people to access our programs when cancer touches their lives, or to get involved as a volunteer or donor, they need to know about us. Our goal is to be the statewide hub for people seeking support when affected by cancer. This must include increased awareness and engagement of the community at large, as well as specific partners throughout the state of Montana.

Goals by 2024:

1. By August 2022, develop a clear and consistent CSCMT brand to establish awareness of mental health, psychosocial care and available programs more effectively across Montana.
 - a. Engage each community and increase statewide awareness by creating and distributing branded giveaway items for donors, participants, and general community members.
2. Design creative opportunities for media outreach/PR efforts to reach more people in Chapter cities as well as across Montana.
3. Each Chapter will demonstrate meaningful relationships with at least five medical offices that are most connected to cancer (Gynecological, Gastro-Intestinal, Urology, Dermatology), and an educational relationship with at least 5 general healthcare practices.
4. Each Chapter will develop an educational relationship with at least 5 faith leaders from different organizations.
5. Each Chapter will participate in at least 3 annual community events with a purpose of promoting the services of the organization.

Statewide Expansion

We are Cancer Support Community Montana, and although we already have statewide programs such as Mending in the Mountains, For One Another Family Camp, and expansion in Missoula and Great Falls, our work is not done. The breadth of programs offered by Cancer Support Community Montana needs to be available to the thousands of people touched by cancer across Montana who are currently without access to these life-affirming programs. The various support facilities are defined as:

Affiliate: Our CSCMT 501c3 that is licensed through CSCHQ.

Chapter: A facility where people visit and participate in a plethora of programs, located in a larger Montana city.

Resource Center: A local health center, library, or community group utilizing our virtual programs to enhance cancer care and community through our mentorship, marketing platform and Frankly Speaking educational booklets. They may get together for lunch and participate in an education session on Zoom, for example. They can also do yoga together, as well as utilize our Mental Health Professional for one-on-one services. These are typically located in a small Montana town, too small to support its own programs.

Goals by 2024:

1. By the end of 2022, develop a clear process for Chapter development that includes procedures, processes and best practices to open Chapters and Resource Centers. This includes expectations for feasibility analysis, Chapter in Development metrics, and metrics to open for programs.
2. By Q3 of 2022, develop a Treatment Assistance Program that provides funding opportunities for lodging and transportation grants for people in active treatment.
3. By the end of 2022, open Missoula Chapter with staff that can meet the needs of the community.
4. Develop a robust Virtual Community that provides people across Montana with one-on-one short-term counseling, distress screening, access to education (both recorded and live time), and a “virtual support” platform to connect with other cancer survivors and caregivers.
 - a. Market to critical access hospitals, mental health professionals, and cancer centers around Montana and show an increase in the number of participants using the Virtual Community.
 - b. Partner with DPHHS Comprehensive Cancer to develop at least 15 Resource Centers across Montana and direct patients to utilize the Virtual Community.
5. Open a third Chapter in Montana as well as one additional partnership with an American Indian organization.
6. Develop additional retreat experiences to support parents with a child who has cancer, couples and/or men's retreat.
7. Maintain a strong leadership position with the Montana Cancer Coalition and assure that psychosocial care has a sustained placement in each of their 5-year plans.





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Strengthened **By Action**
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To learn more about the programs offered at Cancer Support Community Montana, visit our calendar on the website!

For more information, please give us a call in Bozeman at 406.582.1600 or Missoula at 406.272.5709.

CancerSupportMontana.org

