

### **Mission Statement**

The Women's Cancer Resource Center creates opportunities for women with cancer to improve their quality of life through education, supportive services and practical assistance.

### **Vision Statement**

We envision a world where all women with cancer receive medical care, education and supports, enabling them to survive, thrive and advocate for the changes needed to achieve a cancer-free society.

### **Values**

Community, Compassion, Change

### **Our Strategic Planning Process**

The Board of Directors of the Women's Cancer Resource Center launched its first complete strategic planning process in 2007 with an external assessment that included a Speak Out/Speak Up Town Hall meeting, surveys and interviews with key stakeholders followed by a retreat held in January 2008.

The WCRC Strategic Plan for FY 2008/9 through FY 2010/11 was approved by the Board of Directors in May, 2008 and identified key areas for growth/development:

(1) Program, (2) Finance/Fund Development, (3) Governance, (4) Infrastructure and Capacity Building, and (5) Staffing

Among the organization's achievements resulting from the strategic plan were:

- Growth in our donor base and financial stability despite an unanticipated and harsh economic downturn
- Board leadership development and succession planning
- Identification, analysis and reporting of key program performance indicators and quality measures
- A comprehensive branding program, including an updated mission statement, new logo and tag line and collateral materials

The Board of Directors prepared for the FY 2012/13 through FY2014/15 strategic planning process by assessing services, changes, and gaps in the current cancer services delivery system. Additionally, the Board considered future changes that will accompany the implementation of the Affordable Care Act on our clients, cancer services and the health care delivery system. The Board Strategic Planning Retreat was held in January 2012 and addressed the question: How will WCRC evolve to meet the challenges of the evolving health care environment?

The Board emerged from its retreat committed to achieve:

- High quality, innovative and non-duplicative programs
- Effective board governance and leadership
- Sufficient resources to ensure WCRC's financial sustainability.
- Strong infrastructure to support staff and volunteer efforts

We are proud to share WCRC's Strategic Plan for FY 2012/13 through FY 2014/15.

### 3-Year Strategies & Priorities: A Snapshot

Growth Area	Strategy	Priorities
Programs	Prioritize and build high quality, innovative program areas that will be non-duplicative in the new health care environment.	<ul style="list-style-type: none"> <li>• Ensure the provision of high quality services through ongoing assessment of programs, quality and community needs</li> <li>• Develop a sustainable model of cancer navigation training and/or navigation services consistent with WCRC's mission.</li> <li>• Solidify and grow in-home support program</li> <li>• Expand financial support program</li> <li>• Develop to Post Cancer Treatment Programs and Services for women</li> <li>• Sustain and build community dialogues</li> <li>• Establish new strategic partnerships and continue to participate in collaborations in Alameda and Contra Costa Counties designed to foster integrated pathways to cancer care.</li> </ul>
Finance/Fund Development/ External Relations	Ensure that WCRC has the necessary fundraising capacity and infrastructure required to accomplish WCRC's Mission, Vision and Values.	<ul style="list-style-type: none"> <li>• Assure sufficient resources to sustain the organization.</li> <li>• Organize fundraising, development, and program data into Raiser's Edge software to successfully analyze existing fundraising activities and prepare for future fundraising enhancements.</li> <li>• Evaluate need for and feasibility of an organization-wide long term sustainability campaign.</li> <li>• Expand funding to support growth of financial support program</li> <li>• Develop and implement a planned giving strategy to build a foundation for long-term sustainability.</li> </ul>
Governance	Ensure effective governance and leadership of WCRC	<ul style="list-style-type: none"> <li>• Ensure board continuity through recruitment and retention of Board members who share a commitment to WCRC and the responsibility of board leadership.</li> <li>• Ensure that attention of the board balances the responsibility to oversee programming, fundraising, governance, and strategic planning that support WCRC's mission, vision and values.</li> </ul>
Infrastructure and Capacity Building	Improve infrastructure to support the evolving needs of WCRC.	<ul style="list-style-type: none"> <li>• Establish an annual process to identify and assess infrastructure needs to be integrated into annual budget</li> </ul>