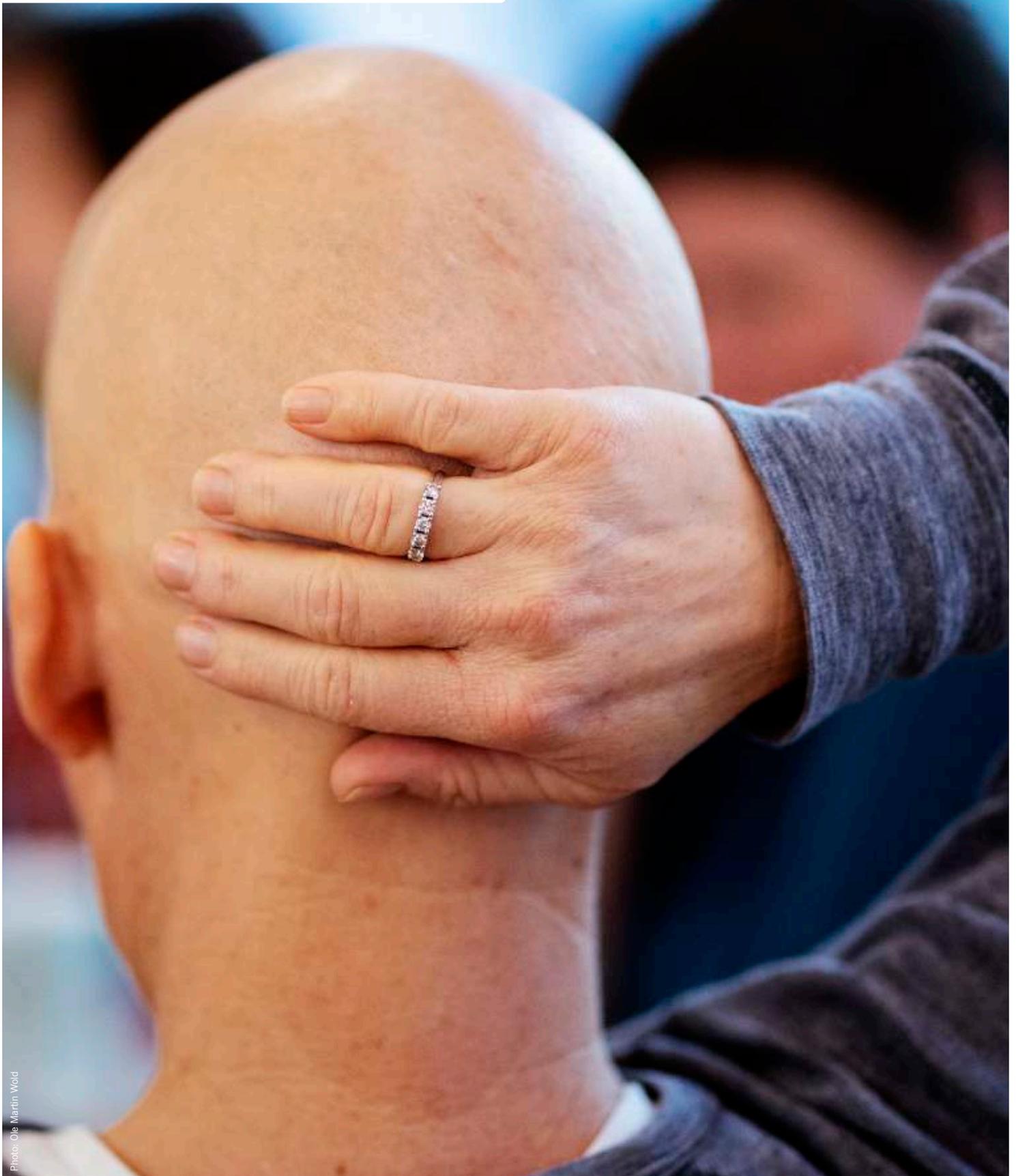




NORWEGIAN CANCER SOCIETY

# Strategy 2020–2023

Adopted by the supervisory council  
December 3, 2019







---

## About the strategy

This strategy highlights the focus areas of the Norwegian Cancer Society (NCS) through to 2024. Annual plans will be developed to explain how we will make a difference within each focus area.

---

A LIFE  
WITHOUT  
CANCER



# About the Norwegian Cancer Society

– Vision, purpose, core values and ethical guidelines

The Norwegian Cancer Society is one of the largest membership and advocacy organisations in Norway. It is one of Norway's largest membership organisations focusing on health. The Norwegian Cancer Society's purpose is to prevent and fight cancer and improve the quality of life of people affected by cancer (patients and their next of kin).

## Vision: A life without cancer

The Norwegian Cancer Society's vision is **a cancer-free life**. We want to bring forward the day when cancer is eradicated. Until then, we will ensure that cancer has minimal impact on the lives of the patients and their relatives.

Through research, prevention, policy advocacy and cancer care, we strive every minute and every hour of every day to ensure that fewer people get cancer, more survive the disease, and to improve the quality of life of cancer patients and their relatives. One in three Norwegians develop cancer, and two out of three are affected by it. No-one should face the disease alone. We stand together for a life without cancer.

---

## Purpose

**In accordance with its Articles of Association, the Norwegian Cancer Society works to prevent and fight cancer, and to improve the quality of life of cancer patients and their families.**

This objective will be achieved through:

- Cancer research in a broad sense
- Information (on the causes of cancer, its forms of expression, prevention and treatment)
- Cancer care (assistance to cancer patients and their families)
- Being the voice of the cancer cause
- International cooperation

Consideration for cancer patients and their needs will be central to our efforts to achieve our goals.



Photo: Ole Martin Wold

## Core values

The Norwegian Cancer Society's standing and legitimacy build on four core values with which we want to be identified: trustworthiness, openness, respect and engagement.

Our core values describe what we stand for and define expected norms for both employees, managers and volunteers:

### **Trustworthiness:**

Our work is based on evidence and experience.

### **Openness:**

We are transparent, curious and inclusive in everything we do.

### **Respect:**

We provide room and opportunities for action, we are indulgent and sensitive to different cultures and views.

### **Engagement:**

We are a driving force, we are in all arenas where our presence adds value to the cancer cause, we mobilise and inspire.

---

## Ethical guidelines

Our ethical guidelines aim at ensuring that we operate appropriately at every level.

We are conscious of our social responsibility. Therefore, we act in an ethical, sustainable and socially responsible way. This implies, among others, that we do not partner with or invest in businesses that deal with the tobacco industry. We adhere to the guidelines for responsible investment developed by relevant authorities and institutions.

We abide by the guidelines of the Norwegian Control Committee for Fundraising and the Norwegian Fundraising Association. The Norwegian Cancer Society is independent. We do not receive contributions from the pharmaceutical and equipment industries which could cast doubt over our independence. We ensure full transparency over all our partnerships. Our organisation also follows the "Rules for co-operation between the pharmaceutical industry and patient organisations" issued by the Association of the Pharmaceutical Industry in Norway (LMI).

Environmental considerations and awareness shall be mainstreamed into all we do throughout the organisation. As a major social actor, we ensure that our organisation is run responsibly based on appropriate control mechanisms. The United Nations' sustainable development goals (SDGs) impact and shape the organisation's choices.

## Goals of the Norwegian Cancer Society

- Fewer people get cancer
- More people survive cancer
- Better quality of life for patients and their families

## Prioritisation criteria

Our Articles of Association give us a broad mandate. This presents us with opportunities, although prioritising our focus areas can be challenging. We have therefore developed four criteria to easily set our priorities, and provide more momentum and direction to our work during the strategy period. These criteria will guide us in everything we do, both for major decisions and minor choices of direction.

Every action we take during this strategy period will answer the following questions:

**Does it strengthen membership engagement?**

### **1. Does it strengthen membership engagement?**

The Norwegian Cancer Society is a membership organisation and it is the members who give us legitimacy, power and impact. We must ascertain that the activities that we plan strengthen current members' loyalty as well as help recruit new ones.

**Does it help level out inequalities in health?**

### **2. Does it help level out inequalities in health?**

Inequalities in health are a social issue. These are major challenges and they are apparent in health behaviour, incidence of diseases, access to treatment, and mortality. The mechanisms that cause these inequalities are not as well documented as the health outcomes. The Norwegian Cancer Society will work, both alone and in partnership with others, to even out social inequalities in health and for an equitable health care service that is available for all.

**Does it improve our knowledge and capacity about cancer?**

We must make sure that the activities we will conduct help eliminate inequalities in health.

**Should we engage where few or none has?**

### **3. Does it improve our knowledge and capacity about cancer?**

The Norwegian Cancer Society is important for the dissemination of information on cancer. In addition, we contribute to generate new knowledge through a substantial contribution to research.

To sustain our position as a reliable knowledge base, we must ensure that our activities contribute to safeguard or strengthen our role as a credible knowledge provider, and generate new knowledge on cancer.

### **4. Should we engage where few or none has?**

As a voluntary user and advocacy organisation, it could be inferred that our efforts should be focused on areas where we can make a real difference in the short and long terms. We should determine if our activities fall within an area where few or no other actors have taken a clear responsibility or established a clear position, or whether they lie in areas where we are at an advantage to contribute owing to our overall experience and knowledge. This also includes the opportunity to take the lead and find new solutions and measures.

## Priority areas

To achieve its overall objectives, we have identified areas of intervention where the Norwegian Cancer Society will either take a clear role, or where targeted initiatives are necessary. Efforts on the selected areas are crucial to achieve the main objectives of the strategy, and several of the focus areas are linked to more than one of the objectives.

The Norwegian Cancer Society can and will take on different roles in order to realise the focus areas. The means and methods that will apply within the individual areas will vary from year to year and will be laid out in annual plans.

This is a description of the different focus areas and a brief background on why they are essential.

---

### **Public health in all sectors, with emphasis on genetics and the environment**

All sectors of society (health, economy, labour, climate, transport, trade, etc.), must take greater responsibility for good health for the population. During this strategy period, the Norwegian Cancer Society will ensure that more sectors facilitate better public health and good support after illness. We will particularly lay emphasis on genetics and the environment. Advances in our understanding of genetics provide new opportunities for personalised prevention advice and change in the way we think about cancer prevention. We will both seek to understand and present the opportunities that arise, but also contribute to discussions around the ethical issues that arise. The relevance of environmental factors for cancer and health will also be an important focus area during the strategy period.

---

### **A tobacco-free society**

On average, eighteen (18) people die from tobacco-related diseases in Norway every day. Tobacco use causes cancer. Many people want to quit smoking. The Norwegian Cancer Society will actively advocate for a smoke-free Norway by 2025 through an accelerated implementation of the WHO Framework Convention on Tobacco Control (FCTC), and a reduction of the influence of the tobacco industry.

---

### **Early detection**

Progress in medical technology and new screening methods help detect cancer and pre-cancerous lesions at an earlier stage. The Norwegian cancer Society will continue working for early detection while ensuring that overtreatment is avoided.

---

### **Access to treatment methods and personalised medicine**

Progress in medical technics is occurring rapidly and offers new treatment opportunities. However, the adoption of personalised medicine is too slow and adequate infrastructure is not yet in place. Advanced methods for gene editing (CRISPR) and new gene therapies challenge the health care resources and organisation. The introduction of new forms of treatment triggers debate over



Photo: Ole Martin Wold

priorities, health data, funding, organisation and ethics. At the same time, it is important to make new treatments available and, for example, ensure good access to medicines. The Norwegian Cancer Society will play its role as a responsible, constructive and impatient actor to ensure that new and promising treatments are more quickly made available to all who wish to use them.

---

### **Clinical trials as part of treatment**

Clinical trials must become part of the treatment offer; they give patients the opportunity to try topical treatments for which they would otherwise not have had time to wait. Patients must be given equal opportunity to be considered for participation in clinical trials. We will work to increase the number of clinical trials, including through international cooperation.

---

### **Cancers with low survival rates**

Overall cancer survival rates are increasing, but the prognosis for some cancer types, such as lung cancer, pancreatic cancer and glioblastoma (brain tumour) remains poor. We are intensifying our efforts to increase our knowledge and awareness of cancers with low survival rates.

---

### **Seamless treatment and care**

Some patients encounter uncertainty and lack of clarity over responsibilities, particularly in the transition between hospital and municipal care. Failures in the proper transfer of information and responsibilities may have deadly consequences. We work for clearly defined roles and responsibilities, better infrastructure and coherent medical records, digitalisation and welfare technology, and to ensure that cancer patients have access to a cancer navigator. This way, we contribute to a good and predictable cancer treatment, including transfer from hospital to municipality or between treatment and care providers.

---

### **Cancer care at the local level**

The municipalities will gradually have a bigger responsibility for follow-up through much of the patients' treatment and care processes; they will have to care for sicker patients than before, and more patients choose home care both during and after treatment. Many patients and their relatives have a greater need for assistance from various services (general practitioners, rehabilitation centres, home care services, the Labour and Welfare Administration (NAV), nursing homes, cancer navigators). The Norwegian Cancer Society will ensure that municipal care services are well equipped to offer high-quality services to more elderly people, and to cancer sufferers and patients with multiple diagnoses.

---

### **Participation in social and working life**

More people are living with cancer or its late effects. During this strategy period, we will work for more people to actively participate in social and working life. This is important for the individual and society. The municipalities, the Labour and Welfare Administration (NAV) and the health care system must, to a great extent, help more people lead a fulfilling life after cancer.

---

### **Adequate palliative care and reduction of overtreatment**

Better medical treatment results in a longer palliative phase. Overtreatment must be avoided in this context. The Norwegian Cancer Society works to strengthen palliative expertise and capacity, and to accelerate developments in medical technics to give patients better quality of life at home.

# What does it take to achieve our goals: Development of tools and instruments?

Achieving the goals set out in the strategy requires using a range of tools and resources. The nature of the problem and the objectives we want to achieve determine the means and tools that we will use. As a major social actor and a membership association, it is important that we have a requisite toolkit to reach our goals. Therefore, the strategy includes the development and strengthening of the tools that we need.



## **A strong and reliable social actor**

To be heard and achieve results, the Norwegian Cancer Society must further strengthen its role as a social actor whose voice counts. We will continue to set the agenda to impact public health policy within the priority areas described above.

In addition, we will communicate more effectively in a challenging media landscape where it becomes increasingly difficult to attract attention and be perceived as credible.

Furthermore, we will strengthen our information and public relations efforts to ensure that the Norwegian Cancer Society come “first on people’s minds” when they intend to donate, look for information on cancer or a cancer expert.

### **During this strategy period, we will:**

- Speak clearly and impact the policy agenda and achieve tangible results on our most important policy issues. We must have good networks which we can actively use in our policy work, and during debates and public meetings around issues like gene therapy, ethics and priority setting in the health sector.
- Be a knowledge-based, reliable and objective source of information on cancer and health, and improve the quality and reach of all our communication products. We will show how the Norwegian Cancer Society is making a difference, and strengthen our brand so that we are the first choice for people seeking information about cancer or who want to support the cancer cause.
- Contribute to better reach those population groups with or who are expected to have low health literacy and capacity, and ensure that we reflect the diversity of the population in our own communication channels and platforms.
- Provide the best possible information to people who contact us, as well as develop and test new digital tools to simplify communication with the outside world (the general public, users, researchers, donors, volunteers).

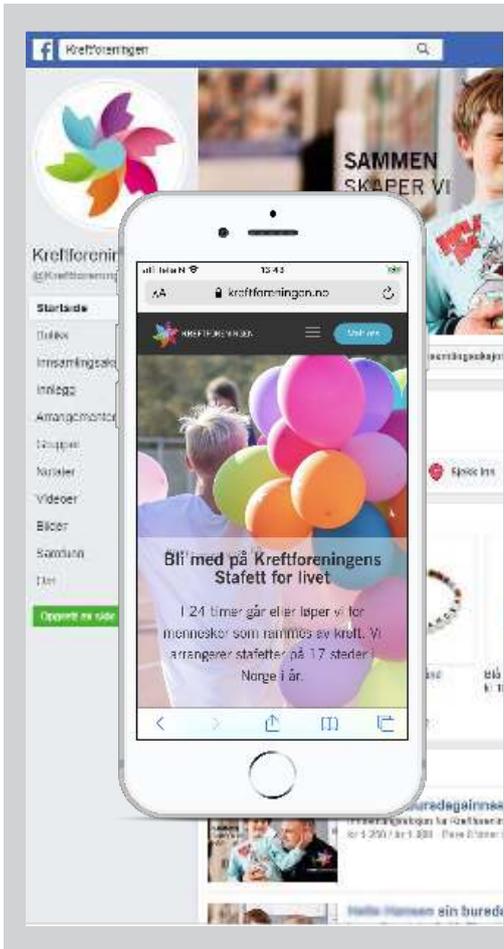


Foto: Ole Martin Wold, Cathrine Eide



## Relevant Services and meeting places for cancer patients and relatives

Cancer treatment is demanding. More and more people live longer with cancer and both patients and their families may need to meet other people going through the same situation, share advice and guidance, and receive other services. More and more people are living alone, and the structures of the families are changing. The Norwegian Cancer Society will strengthen and further develop services and meeting places such as the 'Relay for Life' and the 'Varde Centre'. We will also develop new physical and digital meeting places which meet the needs of the users. The services must be perceived as relevant and reach those who need them most. Services that do not meet these criteria will be discontinued.

In cooperation with our associate members, we will offer as many people as possible the opportunity to meet other people with their conditions.

### During this strategy period, we will:

- Strengthen cancer care services and meeting places (both digital and physical).
- Ensure that we reach more diverse people, especially those most in need of assistance.
- Together with the patient associations, we will ensure that more people (patients and relatives) meet other people facing similar challenges.



---

## Targeted and efficient research funding

The Norwegian Cancer Society is generating new knowledge through formidable contributions to cancer research. We will allocate funds based on the focus areas of the strategy. We will, to a greater extent, focus more on meeting the needs of cancer patients and help increase user participation in research. We will also identify specific areas where more research is needed and target the research to selected strategic areas. This means that we will review our model of allocating research funding.

During this period, we will also consider possible incentives to encourage the research communities to look beyond their own fields of specialisation and thus contribute to pioneering research. Our future model for funding research will aim to stimulate collaboration between research communities, including leading international research communities, more effectively.

### During the strategy period, we will:

- Revise the action plan on research.
- Promote research cooperation.
- Evaluate different models of research funding.
- Streamline research administration.
- Develop a pioneer award scheme for research.
- Disseminate the results of research we have funded.



---

## New and sustainable sources of income

The Norwegian Cancer Society's finances are strong. However, income from Norsk Tipping, the national lottery company, is declining, pension costs are rising, and competition for resources is increasing. This creates a need for more systematic innovation in order to find good and secure sources of income in the future, while further developing existing income sources. The digital development provides good conditions for such work. Parallel to the development of new



Foto: Ole Martin Wold, Kjell Inge Søreide

donor solutions, the fundraising costs must be kept as low as possible. The Norwegian Cancer Society will therefore work to access predictable and sustainable funding sources such as public funds, and increase investment from foundations and legacies.

**During the strategy period, we will:**

- Ensure that we get a larger share of public and long-term funding sources.
  - Strengthen the work relating to wills and highlight the importance of such gifts.
  - Develop new digital fundraising solutions.
  - Increase membership.
- 



### **Qualified human resources and volunteers, and efficient working methods**

There is strong competition for the most qualified heads, whether they contribute as volunteers or staff. To achieve our objectives, we must work smart together, and ensure that we recruit, develop and retain the skills we need in order to make a difference.

**During the strategy period, we will:**

- Actively seek to recruit people from diverse backgrounds who can take on different roles and responsibilities within the organisation, so that we reflect society more.
  - Perform more tasks through professional and other volunteers.
  - Provide adequate support to our volunteers to ensure we attract more volunteers and ensure that they contribute over time.
  - Automate manual routines.
  - Optimise interaction between employees and volunteers.
  - Increase the digital aptitude of the organisation.
  - Develop the skills of employees in line with the strategic priorities.
- 



### **Partnerships and cooperation at national and international levels**

The Norwegian Cancer Society reaches a broader audience through cooperation with others. Working in partnership with other organisations, public institutions, researchers, health care organisations, foundations and businesses provides greater opportunities to achieve our goals and helps find global solutions. Cross-sectoral or cross-border cooperation can bring about various forms of expertise and resources to overcome complex challenges. In addition, collaboration and partnerships provide strength and learning opportunities.

**During the strategy period, we will:**

- Establish more partnerships for new knowledge, better knowledge-sharing, greater impact, added value for users, more innovation and greater engagement nationally and internationally.
  - Initiate partnerships with organisations which are different from us, or which are present in other policy and advocacy sectors or arenas. The purpose of such collaboration is to achieve greater visibility, raise our profile, promote learning and development, and bring forward synergies that such collaboration can facilitate.
  - Work with patient associations and other cancer organisations to further develop cancer care.
-



# NORWEGIAN CANCER SOCIETY

– one of the largest membership and advocacy organisations in Norway

## VISION

A life without cancer

## GOALS

Fewer people get cancer

More people survive cancer

Better quality of life for patients and their families

## PRIORITISATION CRITERIA

- Does it strengthen membership engagement?
- Does it improve our knowledge and capacity about cancer?
- Does it help level out inequalities in health?
- Should we engage where few or none has?

## PRIORITY AREAS

Public health in all sectors, with emphasis on genetics and the environment

A tobacco-free society

Early detection

Access to treatment methods and personalised medicine

Clinical trials as part of treatment

Cancers with low survival rates

Seamless treatment and care

Cancer care at the local level

Participation in social and working life

Adequate palliative care and reduction of overtreatment

## TOOLS AND RESOURCES

A strong and reliable social actor

Qualified human resources and volunteers, and efficient working methods

Targeted and efficient research funding

Relevant Services and meeting places for cancer patients and relatives

Partnerships and cooperation at national and international levels

New and sustainable sources of income

## CORE VALUES

**Trustworthiness:** Our work is based on evidence and experience.

**Openness:** We are transparent, curious and inclusive in everything we do.

**Respect:** We provide room and opportunities for action, we are indulgent and sensitive to different cultures and views.

**Engagement:** We are a driving force, we are in all arenas where our presence adds value to the cancer cause, we mobilise and inspire.



NORWEGIAN  
**CANCER** SOCIETY