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Strategic Planning Refresh

Process & Timeline

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Purpose

To validate and refresh LCC's current strategic plan to reflect significant organizational growth, new external realities, and strategic opportunities (including the Pan-Canadian Lung Cancer Action Plan), while aligning with the launch of the LCC Research Foundation and LCC's newly-established policy priorities.

Guiding Principles for the Refresh

- Patient and caregiver support remains central — the core mission is non-negotiable.
- Build on existing strengths while sharpening LCC's unique value proposition in a more competitive space.
- Integrate the LCC Research Foundation and LCC's policy work as major strategic drivers.
- Accelerated process — compressed timeline to maintain momentum and align with key events.
- Evidence-informed and data-driven decision-making.
- Stakeholder engagement for validation rather than prolonged exploratory phases.
- Outcome: Action-oriented plan with measurable goals, milestones, and clear accountability.

Phase 1 – Preparation & Kickoff (Email-based)

Timing: Week of September 29, 2025

Deliverables by; October 17, 2025

Key Activities:

- Email kick-off to Board including: purpose, scope, guiding principles, and process.
- Circulate draft stakeholder list for input and prioritization.
- Share draft interview/survey guide (5–7 focused questions) for review.
- Assign environmental scan topics (policy, funding, competition) via email and confirm owners.
- Confirm stakeholder and scan assignments within a 5–7 day turnaround.

Outputs / Milestones:

- Strategic Planning Charter confirmed via email.
- Approved stakeholder list.
- Final interview/survey guide.
- Environmental scan assignments confirmed.

Phase 2 – Stakeholder Input & Trends Analysis

Timing: October 24, 2025 – January 30, 2026

Deliverables by: February 6, 2026

Key Activities:

- Conduct focused one-on-one interviews (Board, MAC, funders, policymakers, patient advocates).
- Launch targeted online surveys to patients and partners.
- Complete environmental scan mapped to LCC's current and emerging priorities.

Outputs / Milestones:

- Stakeholder input summary (themes and insights).
- Trends/environmental scan report.
- Alignment matrix linking findings to priorities.

Phase 3 – Preliminary Findings Check-in (Board Checkpoint)

Timing: Align with December 2025 Board Meeting (30-minute extension)

Key Activities:

- Review preliminary findings from stakeholder input and trends analysis.
- Provide Board with opportunity to give feedback and suggest adjustments before strategy development.

Outputs / Milestones:

- Board feedback summary.
- Adjusted scope for strategy development.

Phase 4 – Board Strategy Working Session

Timing: Week of February 23, 2026 (half-day session to be scheduled)

- Potential dates: February 26, 27

Deliverables by: March 6, 2026

Key Activities:

- Review refined findings with the Board.
- Confirm/refine strategic imperatives using a priority filter (mission-critical, differentiating, achievable, measurable).
- Draft high-impact goals tied to policy priorities and Research Foundation.
- Identify resource needs, capacity gaps, and priority partnerships.

Outputs / Milestones:

- Draft strategic priorities and goals.
- Draft resource/capacity plan.
- Board alignment check on direction.

Phase 5 – Validation & Refinement

Timing: Align with April 2026 Board Meeting (one hour extension)

Key Activities:

- Circulate a one-page summary of draft priorities to Board and key stakeholders for rapid validation.
- Host meeting to review validation feedback.
- Incorporate feedback, finalize priorities, and develop a 12–18 month action plan with milestones.

Outputs / Milestones:

- Finalized strategic framework.
- Draft action plan.

Phase 6 – Board Approval & Launch Preparation

Timing: Late-April or early-May

Key Activities:

- Full Board meeting to approve the refreshed plan.
- Prepare a communications toolkit for donors, partners, policymakers, and media.
- Develop a simple metrics dashboard for quarterly tracking and assign implementation oversight roles.

Outputs / Milestones:

- Board-approved plan.
- Rollout plan and toolkit ready.
- Metrics dashboard complete.

Phase 7 – Public Launch & Integration

Timing: May 2026

Key Activities:

- Public launch aligned with LCC Research Foundation announcement for maximum impact.
- Integrate plan into annual business plan and operations.
- Begin execution with quarterly review and reporting cycles.

Outputs / Milestones:

- Public launch completed.
- Plan embedded in annual business plan.
- First quarterly progress review scheduled.