Strategic Plan

Skin Cancer Institute
Arizona Cancer Center
The University of Arizona

Tucson, Arizona
June, 2006
Organizational Description

The Skin Cancer Institute at the Arizona Cancer Center (AZCC) is an umbrella designation that combines state-wide efforts of the Cancer Center in skin cancer detection, prevention, treatment, outreach, education and research in a single coordinating entity. This institute also serves the Section of Dermatology in the College of Medicine and community dermatologists. This Institute will function within the organizational structure of the AZCC and the Institute leadership will report to the Director of the AZCC.
Vision and Mission Statements

Vision
The Skin Cancer Institute serves as THE model for community based skin cancer research and care in the United States.

Mission
Our mission is to prevent and cure skin cancer in Arizona.
Goals and Strategies

Goals

• To decrease skin cancer in Arizona through public awareness and behavior change (Community outreach goal)
• To foster early detection and treatment of skin cancer through improved access and referral to consolidated and enhanced dermatology clinic resources (Patient Care goal)
• To develop and evaluate new knowledge related to the etiology, prevalence, prevention and treatment of skin cancer (Research and Evaluation goal).
• To support skin cancer patients, high risk individuals and potential providers through education and training (Education goal).

Strategies for FY 2006-07

Strategies designated by an asterisk* involve opportunities for development.

Organizational strategies

1. Strengthen and clarify organizational structure, support services, and executive director role;
2. Establish sound development plan for meeting identified needs including development of case statement and development brochure.*
3. Formalize SCI as an approved University of Arizona entity;*
4. Identify and foster partnership opportunities within the state of Arizona;
5. Establish institute identity through donor name and a finalized logo;*
6. Schedule and plan annual conference in skin cancer prevention, early detection or patient care;*
7. Activate development board.*

Community outreach strategies
8. Develop and maintain a fully functioning website;*
9. Facilitate development of a network for community dermatologists;
10. Develop electronic and printed newsletter with quarterly updates and reminders for regular and special events;*
11. Develop community outreach modules for use in target populations, such as schools and outdoor workers;
12. Enhance relationship with Arizona Sonora Desert Museum;
13. Develop a product line;*
14. Develop a skin cancer resource center.

Education strategies
15. Develop skin cancer prevention brochures for target audiences;*
16. Establish an educational presence on the university campus;*
17. Develop a plan to establish training programs and fellowships for research scientists and/or patient care providers*;
18. Establish a regularly scheduled lecture series on skin cancer.

Research/Evaluation strategies
19. Develop a plan to re-establish a skin cancer registry through increased communication with the Arizona Department of Health Services and the Arizona Cancer Registry;
20. Increase coordination between clinics and translational/clinical studies;
21. Identify $100,000.00 resource for pilot funding;
22. Develop a plan for evaluation of attainment of institute goals; 
23. Find and validate new molecular entities and cellular targets for the chemoprevention of melanoma and non-melanoma skin cancers.

Patient care strategies

24. Recruit or realign with firm understanding of funding: dermatopathologist, surgical oncologist, dermatologist, medical oncologist;
25. Increase patient care – research collaboration through regularly scheduled interdisciplinary meeting;
26. Integrate dermatology residents by providing space for them in the Institute area.

Long term (5 year) strategies

Organizational strategies

- Achieve sustainability for skin cancer institute through a systematic, structured development program;
- Establish solid sustainable funding for key positions and programs;
- Maintain continuity of expertise through career development and mentoring;
- Consolidated or single facility/physical plant for the institute;
- Establish core support services for institute including: regulatory, data management, web management and communication;
- Investigate acquisition of a State funding line for Institute through state-wide collaboration with other research entities and through submission of decision package to Dean of the College of Medicine.
Outreach strategies

- Achieve preeminence for SCI as a policy leader in Arizona sun safety and skin cancer prevention;
- Use mainstream communication technology to occupy community position as an expert entity for issues relating to skin cancer;
- Establish a journal, online or print;
- Hold annual conferences for each interest area;
- Maintain strong community dermatologist network.

Education strategies

- Establish training programs and fellowships to increase cadre of qualified researchers/providers recruitment to Institute:
  - R-25
  - Skin oncology fellows
  - Graduate and postdoctoral students
  - Nursing, pharmacy, oncology;
- Disseminate health education materials through videoconference and video equipment in clinics and dermatology offices;
- Maintain up-to-date and appropriate materials for high risk patients.

Research strategies

- Develop a strong behavioral and outreach program through a large multi-year behavioral/education/dissemination grant and a number of smaller government and foundation grants;
- Develop the ability to measure SCI’s impact on skin cancer in Arizona through a re-establishment of a skin cancer registry;
• Develop the ability to measure SCI’s impact on sun safety awareness;
• Hire and retain faculty with stable funding including:
  o Dermatopathologists
  o Surgical oncologists
  o Basic scientists
  o Drug developers
  o Population scientists
  o Behavioral scientists
  o Statisticians;
• Remain in top 5 for skin cancer related federal research;
• Establish method for peer recognition: lectureship, awards
• Increase pilot study resources;
• Establish and support integrated tissue bank;
• Seek commercial pharmaceutical industry partnerships to achieve submission and approval of a New Drug Application (NDA).

Patient care strategies
• [Establish the model for community based skin cancer research and care;] – see vision statement.
• Develop a program and philosophy of personalized medicine including risk perception & education components;
• Establish streamlined system of coordination and referral of participants between clinics, clinical trials, behavioral and epidemiological studies;
• Establish potential areas for sharing and collaboration for funding between clinics, research and labs
• Maintain and enhance integrated approached to skin cancer treatment through the Cutaneous Oncology Program;
• Expand reach of skin cancer detection programs through collaboration with Rural Health Mobile Clinic.

Identification of Overarching Themes, Critical Success Factors, Priorities and Development needs.

Overarching themes
• Formalization: The Institute needs to be formalized as soon as possible through the Arizona Board of Regents.
• Sustainability: A plan must be written to assure funding (public or private) of essential components as well as future strategies outlined in this document.
• Communication: Institute personnel need an effective (time and function) and comprehensive (no one is left out) method of communication.
• Infrastructure: Leadership must be strengthened and supported;
• Credibility: Public profile of Institute as a pre-eminent resource must be established, enhanced and maintained.
• Expertise: Substantial recruitment of professionals is required for success.
• Evaluation: Mechanisms to evaluate progress toward goals are essential to success and sustainability of funding.
• Dissemination: Research findings and new knowledge must be shared in most effective manner.
**Critical Success Factors / Priorities**

1. Formalization of Institute;
2. Effective medium for interaction between Institute members;
3. Financial plan / funding for non-governmentally funded activities;
4. Continuation of paid Institute leadership and support;
5. Highly qualified professional and academic personnel;
6. Effective media for interaction with community providers and general public.

**Financial Needs**

1. Continuing funding for leadership and support services;
2. Funding for pilot basic, translational and behavioral studies;
3. Endowments for academic personnel and programs;
4. Endowments for outreach and education programs;
5. Endowment/grant funding for skin cancer registry and tissue bank.