Cancer Services of Northeast Indiana: Strategic Framework
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I. The Strategic Context

The Organizational Core

The organizational core represents a distillation of the organization's focus, purpose, and activities down to their essential elements. These elements provide the foundation from which the organization envisions and pursues the strategic position that will create the greatest mission impact in the most sustainable manner. CSNI defines its organizational core as follows:

**Target Population** (*Who needs us most?):* CSNI serves individuals and families facing cancer.

**Priority Needs** (*What do they need most from us?):* CSNI eases the burden of cancer by providing relevant and timely information, resources, and support.

**Desired Impact** (*What difference do we make?):* CSNI empowers individuals so that they can regain control over their lives.

**Defining Qualities** (*What characterizes our approach?):* CSNI understands the range of needs, fears, and questions inherent in the experience of adjusting to a cancer diagnosis.

The Program Model

CSNI creates a personalized support plan tailored to the needs of each individual client. The foundation of the support plan is the relationship with a Client Advocate from CSNI. Client Advocates serve as a variety of functions, including directing clients to additional resources within CSNI, referring clients to other services in the community, and providing stability and consistency to the overall client experience. Individualized support plans are developed from an array of programs and services, including:

- Mental Health Counseling
- Wellness Activities
- Assistance with material needs
- Educational sessions
- Group activities and events

*CSNI will continue to add additional service lines in response to emerging needs among their target population.*
II. The Strategic Direction

CSNI exhibits the key characteristics of a mature nonprofit organization. First, it has maintained relevance in its program model by continually adapting to emerging needs among its target population. Second, it has maintained a stable funding platform and has been able to accrue reserves and other longer-term assets. And third, CSNI is known and respected in among its peer and partner organizations. **Building on this foundation, CSNI will engage in a concerted effort to expand its reach into populations that are underserved by CSNI.**

The expansion strategy will focus on two specific populations. The first is Southeast Fort Wayne and the second is the outlying counties. Though similar in intended impact, each site will require its own approach that takes into account the capacity of CSNI and the conditions that exist in each location. A description of each location is presented below.

**Southeast Fort Wayne**

The vision for Southeast Fort Wayne is to have a fixed location from which CSNI programs and services are delivered. The development of the site will be guided by the following principles:

- We must maintain our core values of community, connections, and relationships.
- We must be perceived as a member of the community, not an occasional visitor.
- We must partner with places where trust is already established with residents.

**Outlying Counties**

CSNI envisions a model whereby a number of regional sites will be located to provide optimum access to the surrounding eleven counties. The development of the sites will be guided by the following principles:

- We must maintain a stable and consistent presence in each county.
- We must establish and maintain the integrity of our values and philosophy.
### Site Development Framework

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<tr>
<th></th>
<th>SOUTHEAST FORT WAYNE</th>
<th>OUTLYING COUNTRIES</th>
</tr>
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<tbody>
<tr>
<td><strong>PROGRAM DEVELOPMENT</strong></td>
<td>• Start with material goods, grow the relationship into other services.</td>
<td>• Begin with pick-up sites for material goods.</td>
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<td>• Blend on-site with mobile delivery.</td>
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<tr>
<td><strong>FUNDING</strong></td>
<td>• Target local funders, donors for expansion funding.</td>
<td>• Pursue local funding.</td>
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<td>• Reallocate existing funding.</td>
<td>• Commit to internal subsidy.</td>
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<td><strong>INTERNAL CAPACITY</strong></td>
<td>• Hire facilitators designated for SE support groups.</td>
<td>• Develop process for staff training and management.</td>
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<td><strong>EXTERNAL RELATIONS</strong></td>
<td>• Communicate the value of CS programs and services.</td>
<td>• Identify and engage local donors.</td>
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<tr>
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<td>• Build on current network of community leaders and service professionals</td>
<td>• Target hospitals, community foundations, partners in the three counties.</td>
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