Introduction

Internationally, there has been a growing need to develop cancer programs specific to the unique needs of the Adolescent and Young Adult (AYA) population. In 2015 the University of Iowa Hospitals (UIHC) set forth to create a comprehensive and collaborative AYA Cancer Program bridging the services of the Stead Family Children’s Hospital (SFCH) and the Holden Comprehensive Cancer Center (HCCC). There is scant literature available to developing programs that can be used as a guide to developing, implementing and evaluating an AYA cancer program.

Methods

1. AYA Strategic Retreat
   - Five hour session devoted to future of AYA at UIHC
   - Key Stakeholders
   - Vision of the program

2. SWOT Analysis
   - Compared local and national programs with UIHC
   - Current AYA services offered
   - Staffing

3. Strategic Plan
   - Align with organizational strategic goals
   - Short-term (FY ‘18) goals
   - Long-term goals
   - Accountable Leaders
   - Metrics

Results

<table>
<thead>
<tr>
<th>Program Priority</th>
<th>Explanation</th>
<th>Accountable Leaders</th>
<th>Metrics</th>
<th>Timelines</th>
<th>UHC Strategic Alignment</th>
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</thead>
<tbody>
<tr>
<td>1. Develop Standard AYA Cancer Program</td>
<td>AYA patients have unique needs and outcomes. Services available at SFCH and HCCC are insufficient.</td>
<td>Lindsey Clifford, Kristin Foster</td>
<td>- Access to critical care</td>
<td>9/1/2017– J/Y/18</td>
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<td>2. Expand AYA services to all cancer disease sites</td>
<td>Provide AYA services at all cancer disease sites.</td>
<td>William Terry, Lindsey Clifford, Kristin Foster</td>
<td>Access to critical care</td>
<td>3/1/2017– J/G/18</td>
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<td>3. Develop AYA Cancer Program Infrastructure</td>
<td>Identify leadership and develop partnerships around AYA care</td>
<td>- William Terry</td>
<td>- Access to critical care</td>
<td>1/1/2017– 4/30/18</td>
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<td>4. Cancer Task Force</td>
<td>Increase the enrollment of AYA at UIHC by 20% within the next five years.</td>
<td>William Terry, Lindsey Clifford, Kristin Foster</td>
<td>- Access to critical care</td>
<td>3/1/2017– 6/30/18</td>
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<td>5. Access/Referral</td>
<td>Increased access to critical care for AYA patients</td>
<td>William Terry, Lindsey Clifford</td>
<td>- Access to critical care</td>
<td>9/1/2017– 9/30/18</td>
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Discussion

As the need increases, more health care organizations are developing AYA Cancer Programs without the proper guidance for long-term sustainability and success. Based off the unique needs of AYA patients and the collaboration that is necessary for launch, the AYA Cancer Program at the University of Iowa is presenting a template to aid newly conceptualized programs. This demonstration will guide AYA programs in determining current position, development of a strategic plan, and understanding how to execute and manage performance.

Limitations and Future Studies

- National evidence
- Extend Strategic Plan beyond FY ‘18
- Incorporate long-term goals into operational/strategic planning initiatives
- Finalize Action Plan
- Create Balanced Scorecard to manage performance

Conclusions

Strategic planning organized the efforts of stakeholders involved with launching the AYA Cancer Program at the University of Iowa Hospitals and Clinics. By indicating how the program plans to progress from its current state to the desired future, we encourage participation and commitment from all key stakeholders and expedite decision making.