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- Angela Moore, MPH, Program Evaluation and Partnership Team Lead
- Floyd (Trey) Bonner III, MPH, Management and Program Analyst
- Mary Puckett, PhD, Epidemic Intelligence Service
- Monique Young, MPH, Public Health Analyst

The ICF team that wrote and edited the document consisted of Sarah O’Dell, MPH, Manager; Janice Vick, PhD, Senior Associate; Kathleen Whitten, PhD, Technical Specialist; and Marnie House, EdD, MPH, Senior Technical Specialist.
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LIST OF ABBREVIATIONS

CBO  Community-based organization  
CCC  Comprehensive cancer control (program)  
CDC  Centers for Disease Control and Prevention  
CPCRN  Cancer Prevention and Control Research Network  
EBI  Evidence-based intervention  
MOA  Memorandum of agreement  
NCCCP  National Comprehensive Cancer Control Program  
PA  Physical activity  
TA  Technical assistance
Summary

Purpose of This Guide

This document was developed to

1. Help comprehensive cancer control programs and community-based organizations create wellness interventions for cancer survivors, an underserved group.
2. Provide specific, standardized methods to plan, implement, and evaluate the best possible wellness programs for cancer survivors.

Audience for This Guide

This document will be useful to

1. Program directors and staff from states, territories, and tribal organizations that want to establish wellness programs for cancer survivors.
2. Comprehensive cancer control coalition members.
3. Community-based groups that could be public or private nonprofits, including religious entities, that are committed to addressing the human, educational, environmental, or public safety needs of the population they serve.

Goals for Users of This Guide

1. Increase capacity of comprehensive cancer control programs to support community-based organizations to develop, implement, and evaluate cancer survivor wellness programs.
2. Make cancer survivor wellness programs available in low-resource settings where access to such services are now limited or nonexistent.
3. Build practice-based evidence about wellness programs and services for cancer survivors.
SECTION 1: INTRODUCTION

The National Comprehensive Cancer Control Program (NCCCP) in the Centers for Disease Control and Prevention (CDC) provides funding to states, the District of Columbia, tribes and tribal organizations, and U.S.-associated Pacific Islands and territories to accomplish four goals:

1. Implement a program to support cancer coalition efforts that leverage resources to plan and implement evidence-based strategies to promote the primary prevention of cancer;
2. Support cancer early detection efforts;
3. Address the needs of cancer survivors; and

Addressing cancer survivors’ needs is not only a goal, but also one of NCCCP’s six priority areas. However, a grantee survey found that only 13 comprehensive cancer control (CCC) grantee programs offered programs or structured support services for cancer survivors (Fonseka, Moore, Glasgow, & Soloe, 2016). CCC grantee programs are in a unique position to meet cancer survivors’ needs with access to wellness and health education services through their networks of partnerships and coalitions. Figure 1 below shows the structure of the cancer survivor wellness program, and the relationships among CDC’s NCCCP, CCC grantee programs, and local community-based organizations (CBOs) that support cancer survivors.

**Figure 1. The Cancer Survivor Wellness Program: Roles of Key Players in the Program Model**

<table>
<thead>
<tr>
<th>CDC</th>
<th>CCC Grantee</th>
<th>CBO</th>
</tr>
</thead>
</table>
| **CDC**<br>• Provide Funding and TA: Support grantee collaborative efforts to implement local evidence-based interventions (EBIs) for cancer survivors.<br>• Plan for Sustainability: Evaluate overall demonstration program efforts and document outcomes to determine feasibility and best practices, so that the program model can be implemented on a larger scale. | **CCC Grantee**<br>• Identify Need: Conduct Needs Assessment.<br>• Select Health Topics: Use the needs assessment results as guidance and select three health topics from the health topics/EBI Matrix (Appendix 4a and 4b) in a joint effort between the CCC grantee and the CBO.<br>• Identify and Engage Partners: Identify potential partners/coalitions that maximize capacity and reach in supporting the EBI implementation.<br>• Build Local Capacity for Supporting Cancer Survivors: Identify local CBO to conduct EBIs.<br>• Conduct Program Monitoring & Evaluation: Provide TA and program monitoring of the local entity(ies) selected to implement EBIs. | **CBO**<br>• Work with the CCC grantee to use the EBI and Resource matrices (Appendix 4a and 4b), and identify the health topic-specific EBIs most appropriate for the target population.<br>• Align & Mobilize Resources: When selecting EBIs, take into consideration existing relationship with the CCC grantee and partners to maximize reach and impact. (For additional resources in intervention planning and implementation, see Appendix 2).<br>• Develop & Implement a Wellness Program for Survivors: Facilitate/lead the implementation of the EBIs with support from the CCC grantee.<br>• Conduct Program Monitoring & Evaluation: Adhere to the reporting and monitoring guidelines as described by the CCC grantee.
This document supports technical assistance (TA) and capacity building among CCC programs, coalition members, and local organizations to address the wellness and health education services that cancer survivors need. We provide standardized steps all CCC programs can follow to develop, implement, evaluate, and improve local cancer survivor wellness programs. We planned this tool to be flexible and dynamic to apply the steps across the settings and demographics of a variety of CCC programs, CBOs, and survivorship populations.

This document contains the following sections:

1. Section 1 provides context, the development process, intended users of this guide, and overall program rationale. It describes the conceptual model that guides the development, implementation, and evaluation of cancer survivor wellness programs. It also presents the program theory and components that contribute to the conceptual model.

2. Section 2 explains how to put program components into action, with details for the three major phases of planning, implementation, and evaluation. Each section includes action steps, additional tools, and resources. There are specific actions for CCCs to guide the work, as well as specific steps CBOs can take to ensure a successful program.

Background

Overview of the Cancer Survivorship Demonstration Project

The National Comprehensive Cancer Control Program (NCCCP) supports 65 grantees in all states, DC, select tribes and tribal organizations, and United States-affiliated Pacific Island jurisdictions. NCCCP grantees convene broad-based, multisector coalitions that implement an integrated, collaborative approach to cancer prevention and control. This approach has proven successful and will be the model for a survivorship wellness demonstration project.

Ideally, the demonstration project will select high capacity NCCCP grantees (as determined by a review process that uses specific selection criteria) to serve as hubs for the survivorship wellness project. The grantee will assume the role as administrator, technical assistance provider, and evaluator of a program that would provide subawards to local community-based organizations wishing to improve the lives of cancer survivors. The demonstration project is being implemented at two levels—the state and the community organization that implements the program. The demonstration project site will be given additional resources for this work, in addition to using existing resources.

CDC intends to provide the chosen NCCCP grantee with a road map for how a survivorship wellness project can be implemented using this approach: Specifically, this implementation guide, as well as technical assistance.
Development of This Guidance Document

Information used for this document comes from a number of formative research findings. Our team conducted a literature review to (1) determine the evidence base for programs and interventions that improve cancer survivors’ physical activity (PA) and (2) inform selection criteria and identification of expert consultants. We also conducted a formative evaluation with existing cancer survivor wellness programs to assess current programs in the field, determine core components and critical elements needed to support program implementation, and provide recommendations and next steps related to survivor wellness programs. The team interviewed CCC program staff to explore CCC program capacity to work with CBOs in supporting local cancer survivor wellness services and programs. We consulted a group of cancer survivorship and wellness experts throughout the process to provide overall input and guidance. Key findings from these formative activities appear in Table 1.

Table 1. Formative Activities and Key Findings Relevant to the Development of the Guidance Document

<table>
<thead>
<tr>
<th>Formative Activities</th>
<th>Key Findings</th>
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<tbody>
<tr>
<td>Literature review focused on PA and cancer survivorship</td>
<td>▪ PA programs tailored for cancer survivors provide a broad range of innovative strategies for implementing multifaceted program components</td>
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<td></td>
<td>▪ Lack of clear patterns across key outcomes of interest; limited evidence for what is effective across varying populations of cancer survivors</td>
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<tr>
<td></td>
<td>▪ Most programs/strategies implemented with specific audience segments in controlled settings, small-scale implementation</td>
</tr>
<tr>
<td>Formative evaluation with three existing cancer survivor wellness programs</td>
<td>▪ Most programs delivered in person and through group settings, but varied in program components and implementation</td>
</tr>
<tr>
<td></td>
<td>▪ Emphasis on need to define the target audience</td>
</tr>
<tr>
<td></td>
<td>▪ Varied in scale of implementation and focus</td>
</tr>
<tr>
<td>CCC program interviews to understand capacity of CCC programs in working with CBOs</td>
<td>▪ States interviewed were not directly engaged in statewide activities related to wellness for cancer survivors; most focused on wellness for overall cancer prevention and control</td>
</tr>
<tr>
<td></td>
<td>▪ Local activities on wellness for cancer survivors were limited and varied</td>
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<td></td>
<td>▪ Most reported having survivorship workgroups as a part of coalition, with survivorship care plans as a focus</td>
</tr>
<tr>
<td></td>
<td>▪ Wide variation across CCC programs in partnerships, program structure, priorities, training, expertise, capacity, and resources</td>
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</table>
**Table 1. Formative Activities and Key Findings Relevant to the Development of the Guidance Document (continued)**

<table>
<thead>
<tr>
<th>Formative Activities</th>
<th>Key Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCC program interviews to understand capacity of CCC programs in working with CBOs</td>
<td>▪ States need to build support for a wellness program for cancer survivors</td>
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<tr>
<td>(continued)</td>
<td></td>
</tr>
<tr>
<td>Identification of experts and ongoing expert consultation</td>
<td>▪ Experts encouraged consideration of cancer survivor wellness needs beyond physical activity</td>
</tr>
</tbody>
</table>

**Intended Users**

Key users of this guidance include CCC program directors and staff and CCC coalition members. They can use this guide to make clear their roles as administrators and technical assistance providers to the CBOs that will implement wellness interventions for cancer survivors.

Secondary users include the CBOs that will be working with CCC grantees and coalitions to implement local wellness programs targeting specific cancer survivor populations defined by need.

Another group of secondary users consists of CCC coalition members. These representatives of organizations committed to cancer program activities can support the CCC and CBOs in implementing a community-based intervention for cancer survivors.

**The Need for Comprehensive Cancer Control Cancer Survivor Wellness Programs**

Because the population of U.S. cancer survivors is growing, there is a need for cancer survivor wellness programs to be developed and implemented at the local level. In 2014, the estimated number of cancer survivors was 14.5 million Americans. By 2022, the number is expected to increase to about 19 million (DeSantis, Lin, Mariotta, Siegel, Stein, et al., 2014) (See References, Appendix 1).

Some survivors experience treatment side effects that last months or years and affect energy levels, mobility, immune functions, and overall quality of life (DeSantis et al., 2014). Additionally, some survivors experience emotional distress, including the following:

▪ Fear of recurrence;
▪ Sadness and depression, grief, and identity issues;
▪ Financial challenges related to cost of treatment and missed days of work;
▪ Decreased psychosocial functioning, such as low self-esteem, increased anxiety, limited coping strategies, and social functioning.
Cancer survivors are nearly twice as likely as the general population to report poor physical and mental health (24.5% and 10.1% versus 10.2% and 5.9%, respectively) (Weaver et al., 2012). Risks for other chronic diseases add to survivors’ health issues. Nearly 15% of survivors are current smokers, 28% are obese, and 32% report no leisure-time physical activity in the last month (Underwood et al., 2012). Smoking, obesity, and lack of physical activity are all associated with an increased risk not only for cancer, but also other chronic diseases (Field, Coakley, Must, Spandano, Nan Laird, et al., 2001; Malnick & Knobler, 2006; Meyer, Rohrmann, Bopp, & Faeh, 2015). Effective strategies to increase positive health behaviors among cancer survivors are critical to improve their quality of life and decrease risk of future chronic disease. Strategies for families and caregivers, who often play an important role in the management of cancer—are also important.

Studies have documented many cancer survivor needs that are not sufficiently addressed by current care standards (GW Cancer Institute, 2013). With approximately 70% of cancer patients living five years or more beyond their initial diagnosis (Siegel DeSanctis, Virgo, Mariotta, Smith, et al., 2012), there is a growing push to address important cancer survivor needs (Jacobs & Shulman, 2017; Mayer, Nasso, & Earp, 2017; Recklitis & Syrjala, 2017).

**CDC’s Priorities for This Program**

- Build capacity of CCC programs to support CBOs in the development, implementation, and evaluation of cancer survivor wellness programs.
- Make cancer survivor wellness programs available in low-resource settings where access to such services is currently limited or nonexistent.
- Build practice-based evidence about the provision of wellness programs and services for cancer survivors, including but not limited to physical activity, nutrition, tobacco cessation, vaccinations, mental health, and emotional well-being.

In 2010, CDC established survivorship as a priority for all CCC programs. CDC expects all 65 funded NCCCP grantee programs to implement activities that support individuals diagnosed with cancer through diagnosis, treatment, and beyond. Given the focus on survivorship, NCCCP developed this project to help maximize the success of cancer survivor wellness programs and to present CCC grantees a model to work with CBOs to implement effective programs. NCCCP particularly wants to help CCC grantees make these programs available in low-resource settings, where such services might not be available. Networks of local partners via CCC coalitions make CCC programs uniquely suited to help identify ways to improve survivors’ access to wellness programs.

CDC cosponsored with LIVESTRONG the development of *A National Action Plan for Cancer Survivorship: Advancing Public Health Strategies* (the National Action Plan or the Plan, https://www.cdc.gov/cancer/survivorship/pdf/plan.pdf). It describes how the public health community can address cancer survivorship effectively and comprehensively to improve survivors’ overall quality of life. The National Action Plan was used to develop elements of this program. Table 2 below describes how this guidance aligns with the Plan’s four primary goals.
### Table 2. National Action Plan Goals and How This Document Aligns With Them

<table>
<thead>
<tr>
<th>National Action Plan Goals</th>
<th>How This Document Aligns With Action Plan Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Preventing secondary cancers and recurrence of cancer whenever possible.</td>
<td>By providing guidance for implementing cancer survivor wellness programs, this document will help CCC grantees, coalitions, and CBOs improve healthy behaviors in cancer survivors. Improved healthy behaviors should help prevent secondary cancers and cancer recurrence.</td>
</tr>
<tr>
<td>2. Promoting appropriate disease management following diagnosis and treatment to ensure the maximum number of years of healthy life for cancer survivors.</td>
<td>By providing guidance for working with health care providers to ensure appropriate support and wellness program participation, this document will help CCC grantees, coalitions, and CBOs promote appropriate disease self-management and establishment of healthy behaviors for cancer survivors.</td>
</tr>
<tr>
<td>3. Minimizing preventable pain, disability, and psychosocial distress for those living with, through, and beyond cancer.</td>
<td>By providing guidance for implementing a broad range of cancer survivor wellness programs, this document will help CCC grantees, coalitions, and CBOs identify the cancer survivor needs most appropriate for their region.</td>
</tr>
<tr>
<td>4. Assisting cancer survivors in access to family, peer, community support, and other resources they need for coping with their disease.</td>
<td>By using the socio-ecological model (SEM) in its program model, this program and guidance document encourages CCC grantees, coalitions, and CBOs to consider how wellness programs might work at multiple levels to support cancer survivors.</td>
</tr>
</tbody>
</table>
DESCRIPTION OF PROGRAM MODEL
USED TO GUIDE THE DEVELOPMENT,
IMPLEMENTATION, AND EVALUATION
OF CANCER SURVIVOR WELLNESS
PROGRAMS AMONG CCC PROGRAMS

Program Model Overview

The program logic model (Figure 2) shows how behavior change theories, public health programs, and program components can work together to develop, implement, and evaluate local cancer survivor wellness programs and achieve desired outcomes. It allows CCC programs and CBOs to work together to build local wellness programs and support for cancer survivors. The detailed description below shows how the conceptual frameworks inform the overall program model and specific program components.
Figure 2. Program Model

A Program Model for CCC Programs to Build the Capacity of CBOs to Plan and Implement Cancer Survivor Wellness Programs

**Identify Needs**
- Conduct a needs and resource assessment to identify survivorship needs and state-level gaps related to wellness program services

**Align & Mobilize Resources**
- Coordinate state resources and work with CCC coalition to support CBOs in the implementation of cancer survivor wellness programs

**Identify & Engage Partners**
- Work with CCC coalition and local organizations to identify and engage partners to facilitate the implementation of the cancer survivor wellness program

**Develop & Implement a Wellness Program for Cancer Survivors**
- Use needs assessment findings and behavioral theory to set priorities and select evidence-informed strategies; develop a workplan to guide implementation; implement program within community; and monitor progress

**Build Local Capacity for Supporting Cancer Survivors**
- Identify and provide tailored training and technical assistance resources to support CBOs in the implementation and evaluation of cancer survivor wellness program

**Conduct Program Monitoring & Evaluation**
- Develop and administer a plan to evaluate the implementation and success of the cancer survivor wellness program

**Plan for Sustainability**
- Use evaluation findings to improve program delivery; maintain partner engagement; and monitor ongoing resource needs to ensure effective and sustained implementation of the cancer survivor wellness program

**Drivers**
- Communication
- Collaboration
- Innovation
- Evidence
- Cultural Responsiveness

**Plan**
- Implement
- Evaluate

**Impact**
- Increased capacity for CCC to plan and facilitate implementation of cancer survivorship wellness programs
- Increased availability of evidence-informed community-based cancer survivorship wellness programs
- Improved health and wellness for cancer survivors
Conceptual Frameworks Used to Inform the Development of the Program Model

The program model provides a high-level overview of the program concept to guide CCC programs in the development and support of CBO implementation of cancer survivor wellness program. The program design includes elements of two theoretical models that explain behavior and a brief paper that describes factors needed for successful public health programs. Table 3 shows how each was used to frame the program’s development.

<table>
<thead>
<tr>
<th>Theory/Framework</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Social Ecological Model</strong></td>
<td>The SEM is used as an overall framework to guide the development of this program. This model addresses the complex relationships between multiple factors that have the potential to affect cancer survivors’ overall wellness and ability to engage in protective health behaviors. This model describes health behaviors with multiple levels of influence, including individual (survivor), interpersonal (e.g., family, caregivers, health care providers, community health workers), organizational (e.g., health insurance plans, health care systems, state/local health departments), community (e.g., survivorship support organizations, employers and worksites, CCC coalitions, churches, wellness facilities), and policy and the environment (e.g., Healthy People 2020 goals, National Action Plan for Cancer Survivorship). This theoretical framework was used to guide the national program, but local CCC programs should also consider using this model when developing their program to make sure to account for the interplay of these factors to increase the likelihood of behavior change.</td>
</tr>
<tr>
<td><strong>Six Components Necessary for Effective Public Health Program Implementation</strong></td>
<td>Dr. Thomas Frieden’s 2014 article lists six components public health programs need to address for successful implementation of public health programs: (1) innovation; (2) evidence-based interventions; (3) effective performance management using program monitoring and evaluation; (4) cross-sector partnerships; (5) strong communication to effect behavior change; and (6) social and political commitment. These areas inform the development of program components to ensure CCC programs and CBOs have the guidance and approach needed to successfully execute a cancer survivor wellness program.</td>
</tr>
<tr>
<td><strong>Public Health Action Model for Cancer Survivorship</strong></td>
<td>This model links the SEM to evidence-based strategies and approaches to improving cancer survivorship, outlining how the use of integrated approaches can be used to improve survivorship outcomes. This model was used to frame the recommendations of strategies that CCC programs and CBOs can choose to better support cancer survivors.</td>
</tr>
</tbody>
</table>
Program Components Needed for Success

Program components are the group of approaches that a program should contain for best results. Using the theories and frameworks described, this program includes components that are central to the overall purpose and intent of this program: to build the capacity of CCC programs to support CBOs in the development, implementation, and evaluation of cancer survivor wellness programs. Table 4 describes components in detail.

<table>
<thead>
<tr>
<th>Program Component</th>
<th>Description</th>
</tr>
</thead>
</table>
| Identify needs    | ▪ A critical stage in the development of CCC programs efforts to build local cancer survivor wellness programs is to assess the specific state and local cancer survivor needs. This identifies the following:  
  – Geographical areas with (1) high cancer survivorship population and (2) decreased access to survivorship services, relatively  
  – Gaps in existing wellness services for cancer survivors  
  – Resources existing (or missing) to support the development of new or enhancement of existing wellness services  
  ▪ This information can be used at both the state and local levels to develop a tailored wellness program that best meets needs of local areas identified as high burden and positioned to be successful long term. |
| Align and mobilize resources | ▪ CCC coalitions can help CCC programs identify and mobilize resources to support the development of local cancer survivor wellness programs. CCC programs should work with members of their coalitions to identify and align appropriate resources (e.g., funding, expertise, and equipment/space) needed to support CBOs’ efforts. |
| Identify and engage partners | ▪ Partnerships play a key role, as they will help CCC programs and CBOs implement the cancer survivor wellness programs. Depending on the type of survivor wellness program developed, many relevant organizations should be involved (e.g., health care organizations, other community organizations, state agencies). CCC programs should work with their CBOs to ensure that the appropriate partners have been identified and that a plan for engagement and involvement is developed and implemented to support the cancer survivor wellness program. |
| Develop and implement a wellness program for cancer survivors | ▪ CCC programs should work with CBOs to develop and implement an evidence-informed cancer survivor wellness program that meets survivor needs locally. Ultimately, the program will be informed by findings from the needs assessment. CCC programs should ensure that CBOs selected to implement the program have the resources, capacity, local support, and partner engagement to support their efforts. |
**Table 4. Program Component Description (continued)**

<table>
<thead>
<tr>
<th>Program Component</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Build local capacity for supporting cancer survivors</strong></td>
<td>- Using existing state and local resources (e.g., CCC coalition members, other state agencies), CCC programs are well-positioned to ensure the development and delivery of tailored TA to CBOs to support their implementation and evaluation of cancer survivor wellness programs. This tailored TA will enhance the overall delivery of the services provided to cancer survivors and increase the likelihood for effective implementation.</td>
</tr>
<tr>
<td><strong>Conduct program monitoring and evaluation</strong></td>
<td>- CCC programs and CBOs should develop comprehensive plans for conducting program monitoring and assessing the success of their cancer survivor wellness programs. This component will be essential for documenting elements of the cancer survivor wellness program that are effective in improving specified outcomes.</td>
</tr>
<tr>
<td><strong>Plan for sustainability</strong></td>
<td>- Sustainability is an important consideration for programs. CCC programs and CBOs should develop plans for sustaining their cancer survivor wellness program in the long term. Sustainability includes a plan for continual program monitoring to ensure process and quality improvement; consistent engagement of key partners; and positioning of the program through identification of resources and approaches that make continued and effective implementation possible.</td>
</tr>
</tbody>
</table>

**Program Logic Model**

We developed a detailed logic model to describe the specific roles CCC programs and CBOs take on to develop local cancer survivor wellness programs. This logic model shows inputs, activities, outputs, and outcomes for CCC programs. It includes the intended outcomes of CBO activities. This logic model also describes how CCC programs and CBO activities can collectively contribute to state-, community-, and individual-level cancer survivorship outcomes.

As shown in Figure 3 (see Appendix 3 for a larger version), the logic model divides CCC program and CBO activities into three phases: planning, implementation, and evaluation. All activities in these categories align with the overall program model and make CCC and CBO program components operational. The program model’s intended impacts are further detailed in this logic model, which links specific CCC program and CBO activities to outcomes of interest and describes how successful implementation of activities at each level should drive outcomes.

The actions for planning, implementation, and evaluation in the section below are based on the logic model. The “State CCC Program Activities” and the “CBO Program Activities” boxes in the logic model list the actions that should lead to the outcomes and ultimate impact in the boxes to the right of the activities. The activities from the logic model correspond directly to the actions listed below in Section 2. See also Appendix 5 for a summary list of actions for CCCs and Appendix 6 for a similar list of actions for CBOs.
Demonstrating Approaches among CCC Grantees to Improve Wellness among Cancer Survivors

Program Purpose: To provide support and guidance to Comprehensive Cancer Control grantees and community-based organizations in the development, implementation, and evaluation of wellness programs for cancer survivors.

State CCC Program Inputs:
- Funding
- Resources
- Management systems
- Equipment
- Staff
- Volunteers
- Partners
- Capacity

Community-Based Organization Inputs:
- Funding
- Resources
- Management systems
- Equipment
- Staff
- Volunteers
- Partners
- Capacity

State CCC Program Activities:
- Planning Activities:
  - Work with State CCC coalition to determine role in planning and implementation activities.
  - Conduct needs and resource assessment to identify cancer survivorship needs for cancer survivor wellness program.
  - Develop cancer survivor wellness program structure using needs assessment findings and subject matter experts consultation.
  - Develop a competitive process, with request for proposals, for CBs to implement tailored cancer survivor wellness program.
  - Solicit proposals from CBs to implement tailored cancer survivor wellness programs.
  - Review proposals to identify CBs with the capacity to implement a cancer survivor wellness program.
  - Identify and ensure training and technical assistance (TA) is available prior to CB implementing cancer survivor wellness program.
  - Develop formal agreements with awarded CBs, including work plan, reporting requirements, and evaluation plan, to establish expectations.
  - Engage with CDC Program Consultants and Project Team regularly to discuss program planning and identify resources and training needs.
  - Engage with awarded CBs on implementation planning and actions.

- Implementation Activities:
  - Coordinate state resources and work with State CCC coalition to support CBs in the implementation of cancer survivor wellness program.
  - Provide tailored TA to funded CBs implementing cancer survivor wellness programs.
  - Engage with CDC Program Consultants and Project Team regularly to discuss program implementation and identify resource and training needs.

- Evaluation Activities:
  - Focus the evaluation design to monitor implementation and assess outcomes.
  - Create precise, measurable evaluation questions and identify all needed data elements.
  - Develop system to monitor data and create an analysis plan.
  - Collect program monitoring data.
  - Use data to inform program improvement.

Community-Based Organization Activities:
- Planning Activities:
  - Review state-level needs assessment and identify wellness priorities for cancer survivors.
  - Develop cancer survivor wellness program plan, select evidence-informed wellness strategies, and tailor approach as appropriate based on community and cultural needs and available resources.
  - Identify and secure resources (e.g., space, equipment, additional staff, support from additional local partners) to support the implementation of cancer survivor wellness program.
  - Identify and engage additional local partners as necessary to help facilitate wellness program implementation.
  - Develop work plan to guide program implementation.
  - Work with State CCC program to refine program approach.

- Implementation Activities:
  - Ensure necessary implementation support is in place.
  - Recruit program participants.
  - Implement cancer survivor wellness program as planned.
  - Promote program success within the community (e.g., partnerships with local oncology centers, social media, etc.).

- Evaluation Activities:
  - Develop evaluation plan in collaboration with CBs.
  - Develop a system for the systematic collection of program monitoring and evaluation data.
  - Monitor and evaluate the program to assess implementation and outcomes.

State CCC Program Outcomes:
- Increased awareness and knowledge of wellness needs for cancer survivors among state CCC programs and coalitions.
- Improved ability among state CCC programs to identify appropriate CBs to implement wellness strategies for cancer survivors.
- Increased number of State CCC partnerships with CBs that support cancer survivor wellness efforts.
- Increased capacity among State CCC programs and coalitions to plan and support CBs in local implementation of wellness strategies for cancer survivors.
- Enhanced ability among state CCC programs and coalitions to provide TA and guidance to CBs implementing wellness programs for cancer survivors.
- Improved ability for State CCC programs to collect implementation and outcome-related data from funded CBs.
- Increased capacity among State CCC programs to use implementation and outcome-related data to inform the delivery of TA to funded organizations and to inform program improvement.

Impact:
- Increased number of community-based CCC partners implementing wellness strategies for cancer survivors.
- Improved statewide delivery of wellness programs for cancer survivors.
- Increased community-level support for cancer survivors.
- Improved community-level infrastructure and resources to ensure continued implementation of wellness programs for cancer survivors.
- Increased evidence supporting appropriate community-based wellness approaches for cancer survivors.

Individual-Level Outcomes:
- Increased knowledge and awareness of measures that can improve long-term effects of cancer via various wellness strategies.
- Increased knowledge and awareness of preventive measures to reduce cancer recurrence via various wellness strategies.
- Improved self-management of long-term effects of cancer.
- Increased feeling of connectedness and positive social support among cancer survivors.
- Reduced overall cancer mortality rate.
The following sections provide detailed actions, as well as individual steps to success that CCC programs can take to help CBOs develop and implement evidence-informed wellness programs for cancer survivors. Each section includes the following:

- **Actions**: Each action step maps to activities listed in the logic model and includes planning, implementation, and evaluation activities. Where applicable, we also discuss how CCC programs should interact and support CBOs to facilitate the implementation of their program activities.

- **Why It's Important**: We provide a brief description of why each step is essential and how it will improve the delivery of CCC programs’ efforts to support cancer survivor wellness programs.

- **Steps to Success**: There are many steps toward success in each action below. We list those steps and provide links to resources.
Section 2
How To Plan, Implement, and Evaluate a Wellness Program for Cancer Survivors
### SECTION 2: ACTION STEPS FOR THE PLANNING PHASE

Planning for project implementation and evaluation is essential to the success of new projects. This stage provides comprehensive cancer control (CCC) grantees and partners, including CCC coalitions and community-based organizations (CBOs), an opportunity to develop a mutual understanding of goals, objectives, and approaches. In the design and overall approach of this program, considerable time in the planning stage involves identifying the group of cancer survivors for the intervention and determining resources available through CBOs. The survivors’ needs might be determined by geography as well as the availability of wellness services. In addition, the planning phase for CCC grantees includes identifying the CBO(s) best suited to implement the wellness program for cancer survivors in the area of identified need. CBOs might include local health departments, grassroots organizations, fitness facilities, or faith-based groups.

CCC grantees should consider the following action steps as they plan to identify CBO(s) and help them plan, implement, and evaluate their program. Each planning action below comes directly from the program logic model (Appendix 3). There are more planning resources listed in Appendix 2.

#### Description of Planning Actions

**PLANNING ACTION 1: Work With CCC Coalition to Determine Its Role in Planning and Implementation Activities.**

#### Why It’s Important

Grantees should take advantage of the resources and expertise available in their coalitions to assist with planning and implementation. For example, if the CCC does not have the internal capacity to provide technical assistance (TA) and training to the CBO implementing the program, they can coordinate with the coalition to provide the appropriate assistance. Coalitions may offer survivorship expertise, access to and knowledge of the target population(s), and knowledge of CBOs with the potential to implement cancer survivor wellness programs. Grantees should work with coalitions to

### Summary of Planning Steps

1. Work with CCC coalition to determine roles.
2. Conduct needs and resource assessments.
3. Develop program based on needs assessment and evidence-informed strategies.
4. Develop a competitive process to choose CBO(s).
5. Solicit program proposals.
7. Identify TA resources to help the CBO(s).
8. Develop formal agreements or contracts with CBO(s).
9. Engage CDC program consultants and project team regularly.
10. Plan implementation with awarded CBO.
understand the expertise they offer and determine how they can work together to provide necessary support to CBO(s).

**Steps to Success**

- Be clear with the coalition about objectives, timeline, and the process to accomplish the following:
  - Conduct the needs assessment,
  - Select the CBO to implement a cancer survivor wellness program.
- Identify the CCC’s and the coalition’s strengths and any gaps (see Figure 4 for a checklist for a strong coalition). These discussions should include Knowledge of cancer survivorship issues and community contexts;
  - Capacity to conduct needs assessments;
  - Capability to develop a competitive request for proposals (RFP) process, review applications, and select the best CBO(s);
  - Ability to develop formal agreements with the CBO(s) selected to implement the intervention;
  - Capacity to identify and tailor evidence-informed cancer survivor wellness interventions and approaches;
  - Capability to provide guidance to CBOs for culturally and linguistically appropriate strategies;
  - Access to subject matter experts in cancer survivorship and wellness;
  - General ability to provide tailored TA to CBOs on program selection, planning, implementation, and data collection;
  - Ability to monitor partnership agreements;
  - Experience with program monitoring and evaluation;
  - Experience with managing, analyzing, and interpreting data.
- Seek coalition input on your overall objectives and plan for working with the CBO. Identify where you can each contribute to the CBO’s success in implementation and evaluation.
- Define specific roles and responsibilities for all parties and put these roles and responsibilities in writing.
- Maintain ongoing communication. Revisit and update roles and responsibilities as needed as the project progresses.
The needs assessment should help identify (1) cancer survivor health disparities in your area or state, (2) communities without adequate wellness services for cancer survivors, and (3) CBOs with the capacity to implement a wellness program to meet the needs found in the needs assessment.

Steps to Success

- Create a plan for the needs assessment with the coalition.
- Define goals of the needs assessments, including the following:
  - The particular needs of cancer survivors, especially the underserved,
  - Communities without adequate wellness services for cancer survivors,
  - Candidate CBOs that could implement wellness services to the identified group(s) of cancer survivors.
- Decide which data sources you will use to obtain information about cancer survivors and their needs. Experts in your coalition can help you determine which data sources may be available. We strongly recommend using existing (secondary) data sources. Potential secondary data sources include the following:
  - Surveillance, Epidemiology, and End Results
  - Behavioral Risk Factor Surveillance System
  - State, territory, or tribal vital records
  - Existing recent needs/community assessments, especially for under-resourced communities
  - Cancer Facts and Statistics
- Determine which data sources you will use to obtain information about medical, educational, and social service resources are in your community such as workshops, support groups, faith-based groups, fitness facilities, or other community resources available to cancer survivors.
- Decide which data sources you will use to obtain information about the candidate CBOs that might be available to implement a wellness program for cancer survivors.
- Collect data from all three sources.
- Create a community needs and asset map (for ideas, see https://www.cdc.gov/cancer/dcp/pdf/cancertoolkit.pdf).
- Summarize information from your needs assessment to go on to Action 3 below.

Resource for Community Needs Assessments for Cancer Control

The Road to Better Health: A Guide to Promoting Cancer Prevention in your Community

Quality of Life Questionnaires

All cancer survivors:
Survivors > 5 years postdiagnosis:
http://www.psy.miami.edu/faculty/cgarver/sclQLACS.html

Cancer Data Sources

Find links to cancer data sources here:
https://www.cdc.gov/cancer/dpc/data/other.htm
The CBO candidates will identify the particulars of the wellness program to implement, but you will want to define priority topic areas, objectives, and program parameters, based on your findings from the needs assessment and your knowledge of particular local needs. Identify specific requirements for the CBO to be selected to carry out the work.

- Convene program staff and relevant partners to discuss needs assessment findings, current resources available, and priority topic areas (up to three) for survivorship wellness program.
- Develop program plan, which includes a purpose statement, priority areas, goals/outcomes for the wellness program, and implementation strategies.
- Develop a work plan that describes tasks, timeline, and person(s) responsible for each task.
- Develop resource or budget that is sufficient for the program and includes funds for evaluation.
- Healthy choices (such as engaging in physical activity, having a healthy diet, avoiding tobacco, engaging health care providers about mental health and reducing infections through recommended vaccinations) can enhance a survivor’s overall wellness. Considering this, the survivor wellness program that each grantee develops should address at least three of the six health topics in the Survivor Wellness Program Topics figure below. These topics should be selected based on the results of your needs assessment (see Planning Action 2 on page 18). Additional considerations should include the possibility of the topics being complementary to each other and the potential to leverage existing resources. Strategies to fully address these topic areas are highlighted in the Survivor Wellness Program Strategies text box below. Appendix 4a and 4b offers a table of evidence-
based interventions that align with the topics and strategies.

- Use data from the needs assessment to answer the following questions, and to develop a purpose statement and highlight the specific objectives of your cancer survivor wellness program:
  - Where are the low-resource areas?
  - What are the greatest wellness-related needs for cancer survivors in low-resource areas?
  - What is the culture of those survivors, and how does culture influence their health attitudes and behaviors?
  - Are there particular subgroups of cancer survivors (e.g., specific cancer types or demographic groups) with greater needs?
  - Which specific topic areas should the implemented program address? Figure 5 provides a list of potential topic areas to consider; a larger table in Appendix 4a and 4b includes links to additional resources and interventions relevant to the topic area.
  - What is the evidence related to effective strategies?
  - Which specific outcomes should the implemented program target?

**Figure 5. Topics and Strategies to Consider for Cancer Survivor Wellness Programming**

<table>
<thead>
<tr>
<th>Survivor Wellness Program Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Activity</td>
</tr>
<tr>
<td>Nutrition</td>
</tr>
<tr>
<td>Combined Physical Activity &amp; Nutrition</td>
</tr>
<tr>
<td>Mental Health/Emotional Wellbeing</td>
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<tr>
<td>Tobacco Cessation</td>
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<tr>
<td>Vaccinations</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Survivor Wellness Program Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teach survivors how to access and evaluate available resources</td>
</tr>
<tr>
<td>Develop and disseminate public education programs that empower survivors to make informed decisions</td>
</tr>
<tr>
<td>Educate survivors to their particular stage of survivorship during and immediately upon ending treatment</td>
</tr>
<tr>
<td>Provide information to cancer survivors, health care providers, and the public about cancer survivorship and meeting their needs</td>
</tr>
<tr>
<td>Apply hard-hitting, counter-advertising</td>
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<tr>
<td>Engage quit lines and other smoking cessation services</td>
</tr>
<tr>
<td>Develop, test, maintain, and promote patient navigation or case management programs that facilitate optimum care</td>
</tr>
</tbody>
</table>

Healthy choices such as engaging in physical activity, having a healthy diet, avoiding tobacco, engaging health care providers about mental health and reducing infections through recommended vaccinations) can enhance a survivor’s overall wellness. A wellness program should at least address three of these topic areas. Strategies to fully address these topic areas are available in Figure 5. Interventions that align with the proposed strategies are available in Appendix 4a and 4b.
PLANNING ACTION 4: Develop a Competitive Process, With Request for Proposals, for Selecting a CBO To Implement Tailored Cancer Survivor Wellness Programs.

Why It’s Important
To identify the CBO(s) best qualified to implement a cancer survivor wellness program, issue a competitive RFP. This will allow the CCC to review CBOs for key qualifications, understand the work to be implemented, and match with your capacity to provide TA support during planning, implementation, and evaluation. The CCC grantee will keep administrative and scientific control over the basic program definition, its strategies, and activities. When considering Planning Action 4, we recommend that grantees’ RFP include a requirement directing applicants to submit proposed interventions that are specific to the grantee’s preselected health topics (which should have been identified based on the needs assessment results).

Steps to Success

- Determine the timeline to identify the CBO.
- Assess available resources and staff (including coalition members and other available subject matter experts) to administer the process, review applications, and make recommendations.
- Decide on criteria for qualified candidates and how to rank them. This might include the CBOs providing funds to match the subaward from the CCC. Being able to match funds is an indication of capacity.
- Choose or recruit reviewers for the proposals from candidate CBOs.
- Determine budget for the subaward.
- The specific steps needed to develop an RFP process:
  - Provide applicants with the following information to enable them to write a successful application:
    - Overview of grant and purpose of the subaward
    - Timeline for the subaward
    - Size of the subaward
    - Funding criteria and expectations for qualified candidates
    - The results of your needs assessment, with additional context and background about the purpose, sample, and methodology
    - Description of the TA and support to be provided
    - Description of reporting requirements
    - Description of restrictions on use of funds or federal compliance requirements
    - Contact information for your organization
    - Application deadline and timeline for award decision
• Details of how you will select the CBO and how you will notify them of results
• Application template or outline of required information
  o List the information needed from applicants to determine who is best suited to implement a cancer survivor wellness program. For the items below, consider a template for applicants to provide the information. Indicate page or word limits and the points for each section.
• Contact information (physical and mailing addresses, organization leader, leader phone number, leader e-mail address)
• Qualifying information: remember to consider eligibility criteria and the wellness program structure you determined. Consider including the following:
  - Organizational mission
  - Size of overall budget and staff
  - Funding sources
  - Location and service area
  - Board of directors or advisory committee
  - Local partners
  - Physical space and resources (relevant to the type of wellness program you want to see)
  - Subject matter expertise
  - Experience with similar programs or populations
  - Details of their understanding of needs for a cancer survivor wellness program
  - Their analysis of the needs assessment, including identified priorities for their region, target cancer survivors, target region(s), and target wellness topics
  - How their region or implementation area qualifies as low-resource
  - Relevant resources, staff, and expertise
  - Relevant partnerships for identified priorities
  - Initial ideas about a wellness program to be implemented
  - A timeline of activities
  - A draft budget for the proposed work (acknowledging that this will be revised as more details are determined)

Issuing Requests for Proposals, Developing Memoranda of Agreement, and Managing Subawards
http://www.strengtheningnonprofits.org/resources/guidebooks/Designing_and_Managing_a_Subaward_Program.pdf
PLANNING ACTION 5: Solicit Proposals From CBOs to Implement Tailored Cancer Survivor Wellness Program.

Why It’s Important

After the CCC has planned for a competitive process to select the CBO(s) to implement a cancer survivor wellness program, they need to make target CBOs aware of this funding opportunity. A larger proportion of eligible and interested CBOs reached will create a stronger pool of candidates from which to choose. As part of this process, consider whether to include information calls as part of disseminating the announcements, how to handle questions from candidate CBOs, and whether to ask for a letter of intent as part of the RFP process.

Steps to Success

Consider the following as you prepare to announce your RFP and solicit proposals from CBOs in your area(s) of interest:

- Determine whether there are e-mail lists, mailing lists, or other channels of communication that allow you to announce the opportunity more broadly to CBOs with which you may be less familiar. These may include the following:
  - Your own lists
  - Lists of partners within your coalition
  - Association lists
  - Nonprofit lists
  - Faith-based organization lists

- Create a list of potential organizations to receive the opportunity announcement.
  - Work with your coalition to determine if there are specific CBOs in the region that you want to reach out to individually and encourage them to apply. These CBOs may have an established history of working with cancer survivors, work in geographic areas of greatest need for cancer survivors, or be known to meet other important qualifications.

- Determine how you will distribute information about the funding opportunity. Options include the following:
  - Posting information on your Web site and the Web sites of coalition and other partners or supporters.
  - Sending e-mail announcements of the opportunity.
  - Sending direct mail announcements of the opportunity.
  - Holding conference calls to targeted groups.
  - Providing information at conferences, conducting virtual information sessions, or pursuing other opportunities by working with a public relations professional—depending on your available resources.
Announce the opportunity using the lists and methods you have identified.

- Consider requesting a letter of intent from interested CBOs. This will help you gauge the level of interest and the likely number of applicants. If needed, you can conduct more outreach to ensure that you receive a desirable number of applications.

**PLANNING ACTION 6: Review Proposals to Identify Community Organizations With the Capacity to Implement a Cancer Survivor Wellness Program.**

**Why It’s Important**

The CBO(s) should be prepared to provide programs to the target audience they have identified. The CBO(s) should also ideally meet the eligibility criteria that you set in your RFP.

**Steps to Success**

- Determine who will review proposals. In selecting reviewers, consider your timeline, expected volume of applicants, availability of reviewers, and the needed expertise of the reviewers.

- Determine how many reviewers you will have for each proposal. Multiple perspectives of diverse reviewers can help ensure a robust process.

- Develop your review criteria and a review form. These should follow your RFP and the points assigned for each part of the RFP. Create a rating form for reviewers to use. Include the highest number of points that can be assigned and criteria for evaluating and assigning points. Allow space for written comments.

- Train your reviewers. Give them enough background information on (1) your organization and the project, (2) the purpose of the subaward, and (3) the review and selection process. You will also want to ensure that all reviewers are aware of potential conflicts of interest.

- Develop a triage process for proposals. You can prescreen proposals; if they are incomplete or do not meet eligibility requirements, they do not need a full review.

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After the CCC grantee has selected the local CBO to implement the interventions, the CBO, with the support of the CCC, should refine and finalize their selection of at least one intervention associated to each of the three selected health topic (three interventions in all). Of the selected interventions, at least two must be evidence based. Evidence-based interventions (EBIs) that align with the proposed strategies are available in Appendix 4a and 4b. To allow space for innovations, CBOs, with the support of the grantee, may select one intervention based on promising practices or innovation. **Keep in Mind:** Appendix 4a and 4b is not intended to be an all-encompassing list from which sites are expected to choose; rather, it provides examples of potential EBIs that align to each health topic. Please refer to the appendix for additional information.
- Create a log of each proposal received to organize your review process.
- Plan a decision meeting to review proposals and select the CBO to receive funding. The length of the decision meeting will depend on the number of proposals reviewed.
- Decide who will develop responses for applicants and how to tailor communication regarding those assessed.
- Determine how you will announce your decision to successful and unsuccessful applicants, as well as the feedback and any support you plan to provide to unsuccessful applicants.

**PLANNING ACTION 7: Identify Training and Technical Assistance Resources Before the CBO Implements the Cancer Survivor Wellness Program.**

**Why It’s Important**

Although CBOs vary in capacity and needs, most CBOs will need some form of technical assistance. To be prepared to provide this support, the CCC will want to consider likely TA needs and providers who can be available to meet these needs.

**Steps to Success**

- Use data to plan the development and implementation of TA materials and activities. Examples of results include action plans, communication plans, training curriculums, and TA guides.
- Decide how the CBO will request TA:
  - Will there be a specific contact person to field all TA requests?
  - What information will you ask the CBO to submit as a part of their TA request?
  - How will you track requests for TA and document how they are handled?
- Determine how to address each TA request:
  - If you have multiple partners or individuals who will be available to provide TA, how will you determine the appropriate TA provider or combination of providers?
  - How will you ensure that the TA need is met and that the TA provider can provide tailored TA?

How to prepare for and provide technical assistance:


TA is “the process of providing targeted support to an organization with a development need or problem. It is commonly referred to as consulting” (National Resource Center, 2010, p. 12).
- Decide how the CCC can provide TA. Depending on the TA need, the comfort of the TA provider(s) and the CBO, and the locations of the involved parties, the following may be appropriate modes:
  - Telephone
  - Video conference
  - Screen share/Web conference
  - E-mail
  - Site visit

- Determine the kinds of TA the CCC, the CCC coalition, and others can provide. What are the limits of the TA that can be provided?

- Decide how or whether the CCC will use regularly scheduled calls or meetings with the CBO to establish an ongoing relationship and to identify TA needs the CBO may not have identified on its own.

- Work out a way the CCC and TA providers can establish rapport and trust so that the CBO feels comfortable sharing TA needs and receiving TA. Effective TA requires the following:
  - Responsiveness to TA requests
  - Preparation and review of relevant materials to ensure understanding
  - Active listening and flexibility to appropriately meet the organization and individuals where they are and help them move forward effectively
  - Acknowledgment of any barriers or challenges the organization is facing
  - Appropriate follow-up with additional resources to ensure the TA need has been met and confirm that the organization has been able to move forward

- Some potential TA needs of CBOs implementing a cancer survivor wellness program might include the following:
  - Reviewing the needs and resource assessment to identify priorities and refining the program approach
  - Developing a cancer survivor wellness program plan
  - Selecting evidence-informed wellness strategies that meet priorities and tailoring them appropriately to the local context
  - Identifying and securing resources to support program implementation
  - Identifying and engaging local partners
  - Developing a work plan to guide program implementation

(More detail is provided on many of these topics. See Planning Action 10: Engage with awarded CBO on implementation planning action steps.)
PLANNING ACTION 8: Develop Formal Agreements With Awarded CBOs Through Contracts, Grants, or Memoranda of Agreement.

Why It’s Important
A formal agreement will help your grantees ensure that they receive the information they need to monitor local implementation and outcomes over time. Contracts or formal agreements help everyone understand timelines, expectations, and obligations. Developing these collaboratively can help ensure support and provide an early opportunity to understand organizational capacity and potential TA needs.

Steps to Success

- A contract or memorandum of agreement (MOA) is a written and signed document defining the agreement between the CCC and the CBO. In the contract or MOA, you should do the following:
  - Indicate how you will distribute funds:
    - Will CBOs receive funds in installments? Will installments be contingent on required reports or other documentation?
    - Will you provide all funds at the start of the project?
  - Outline subaward requirements for the CBO:
    - What are allowable uses of funds?
    - What is the project budget?
    - Will you have any requirements for TA or check-ins?
    - Will the CBO need to allow for site visits?
    - What will the reporting requirements be?
    - What are your requirements for a work plan?
    - What are your requirements for an evaluation plan?
    - What activities and outcomes do you expect from the project?
    - What regular communications (kickoff meeting, regular calls, reports, etc.) are expected?
  - Outline the CCC’s obligation to the CBO:
    - Who is the contact person for financial matters?
    - Who is the contact person for program issues and reports?
    - What training and TA will you provide?
    - Will you provide any other special opportunities?
    - Will you conduct site visits?
    - How will you make yourself available to the CBO?
  - Outline intervention procedures you will follow if problems with the CBO arise:
    - Will there be consequences for noncompliance?
- **Reporting requirements:** The CBO reporting requirements should support your reports to your CDC program consultants and project team. It is important to communicate your planned reporting requirements to ensure that you capture the needed information.

### Potential Reporting Requirements to Outline in the Contract or MOA

- **Planning activities**
  - Successes
  - Barriers
  - Planning TA needs
  - Staffing plans for implementation and evaluation
  - Partners engaged
  - Overall budget

- **Implementation activities**
  - Adherence/fidelity to the intervention
  - Number of program participants, number of sessions, length of sessions (as applicable)
  - Milestones achieved
  - Implementation TA needs
  - Successes
  - Barriers
  - Implementation costs
  - Budget

- **Evaluation activities**
  - Successes
  - Barriers
  - Evaluation TA needs
  - Evaluation costs
  - Budget
  - Outcomes

- **Evaluation plan:** Develop a plan before implementation begins to ensure that the data needed for evaluation are collected and useful for program improvement. Remind all parties of the target outcomes. See page 45 below for details on planning an evaluation at this stage. Important considerations include the following:
  - Who will lead and conduct the evaluation?
  - How the evaluation will be paid for and what the budget will be?
  - Who are the evaluation stakeholders and target audience(s)?
  - What is the program background and how can it be described?

  - This may include a logic model for the CBO’s planned program.
• Evaluation design and methods
  • Focus of evaluation efforts.
  • Specific evaluation questions for each intervention focus.
  • For each question, identify indicators, data sources, data collection methods, timeline, and plans for data analysis.
• Plans for dissemination and use of findings.

**PLANNING ACTION 9: Engage with CDC Program Consultants and Project Team Regularly to Discuss Program Planning and Identify Resource and Training Needs.**

**Why It’s Important**
Regular contact and communication with the CDC program consultant and project team member gives CCCs access to TA and support as they work with the coalition and prepare to identify and work with the CBO(s) that will carry out the cancer survivor wellness program. A special consideration for the CCC is how to ensure effective knowledge transfer from CDC to program to CBO.

**Steps to Success**
To make the most of regularly scheduled calls, be sure to do the following:

- Document all questions and identify TA needs as they arise, and be ready to share them with your points of contact.
- Check in with staff and partners before regular calls to ensure that you capture all emerging questions and TA needs.
- If there are barriers to progress, be prepared to describe them, even if you are unsure of appropriate solutions or TA needs.

**PLANNING ACTION 10: Engage with Awarded CBO(S) on Implementation Planning Action Steps.**

**Why It’s Important**
The CBO implementing a cancer survivor wellness program should take the lead on the following steps, but they might need additional TA and support from the CCC grantee to be successful. The CCC can provide guidance and supervision to the awarded CBO throughout these steps.
CBO PLANNING ACTION 1: Review State-Level Needs Assessment and Identify Wellness Priorities for Cancer Survivors.

Why It’s Important
The state-level needs assessment will help the CBO determine what the overall needs are, the greatest needs in the area they serve, and the specific cancer survivor population they should target.

Steps to Success for The CCC Grantee
- The results of the state-level needs assessment need to be accompanied by very clear background information that includes details about the purpose, sample, and methodology. This will be especially important considering that—ideally—CBOs would have been provided the needs assessment results as a part of the competitive RFP process. The more information you provide upfront, the fewer questions you are likely to receive.
- Even if the CBO reviews the needs assessment and identifies priorities as a part of their competitive RFP, the CCC will likely want to discuss the needs assessment postaward to confirm that the CBO has identified the best target population and needs. It will also want to discuss any potential liability concerns that address the definition of cancer survivors and the kind of wellness program the CBO is considering.

CBO PLANNING ACTION 2: Develop a Cancer Survivor Wellness Program Plan, Select Evidence-Informed Wellness Strategies and Interventions, and Tailor the Approach as Appropriate, Based on Community and Cultural Needs and Available Resources.

Why It’s Important
A clear program plan with evidence-informed strategies and interventions tailored to the cultural and environmental context is critical to an effective cancer survivor wellness program. The plan itself will serve as a communication tool among you, the CBO, and all involved partners. Selection of evidence-informed strategies and interventions will increase the program’s effectiveness. The appropriate approach will also make the program feasible and well-received by those it serves.

Adapting Behavioral Health Interventions for Different Cultures
https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3965302/
Steps to Success for the CCC Grantee

- This action step is likely to lead to high TA needs for many CBOs, depending on their level of experience. CCCs should ensure that TA support mechanisms are in place to provide the necessary support. Considerations for each component include the following:

  - Developing a cancer survivor wellness program plan. Resources for the CBO can include a checklist, template, or sample plan, so they know what level of detail and elements are expected for a complete plan. Considerations for plan components include:
    - CBO name, contact information
    - Program model(s) being used
    - Details of any changes/adaptations made to tailor the program to the environmental and cultural context
    - Goals of the program
    - Number of sites implementing the program
    - Name and types of sites implementing the program
    - Facilitators
    - Location(s) where groups will meet
    - Dates and times of program activities
    - Staff details
      - Number hired
      - Number that need to be hired
      - Recruitment/retention strategies
      - Training plans
    - Participant recruitment plans
      - Recruitment locations
      - Recruitment incentives
    - Plans for coordination with health care providers to ensure appropriate participation
    - Plans for tracking project progress
    - Overall implementation schedule
  - Selecting evidence-informed wellness strategies and interventions.

- The state CCC program should pick at least three priority wellness topics based on the needs assessment (see above). The CBOs will adopt strategies and interventions that align with the topics, community needs, and their capacity. The table in Appendix 4a and 4b is a guide; however, with proper rationale, the CBO should be allowed to implement an intervention or promising practice that aligns with the topic area and strategy. Given this, resources like those listed below are important to consider:
- Cancer Control Planet’s Survivorship page: https://cancercontrolplanet.cancer.gov/survivorship.html
- The National Cancer Institute’s Research-tested Intervention Programs: https://rtips.cancer.gov/rtips/index.do
- The Community Guide: https://www.thecommunityguide.org/

- Tailor approach to the community and cultural context. Important steps to tailor an evidence-informed intervention include the following:
  - Gathering information
    - Review the literature for evidence of subcultural group differences in modifiable risk factors addressed in the intervention.
    - Review the literature to determine whether published reports of the intervention indicate differential engagement of effectiveness with subcultural groups.
    - Determine whether there are differences between the original intervention and your intended application of the intervention in terms of participant characteristics, program delivery staff, and administrative/community factors.
    - Determine needs and intervention preferences of potential participants. To assess likes and dislikes of original intervention materials and processes, work with key informants who have experience with the target populations.
    - Determine whether adaptations are needed, based on the information gathered.
  - Adapting, testing, and refining
    - Integrate input from relevant stakeholders to draft changes to the intervention.
    - Preserve core elements of the original intervention.
    - If needed, translate and back-translate materials into appropriate languages.
    - Gather information from potential participants on draft changes.
    - Pilot the adapted version and seek feedback and suggestions for improvements.
    - Make additional revisions as needed.
Without the necessary physical and support resources, a new program is unlikely to succeed. The chosen intervention must match the resources available.

Steps to Success for the CCC Grantee

- Necessary resources will vary by CBO internal resources and the details of the wellness program. The CBO may need TA to determine what supports will be essential to their program’s success.

CBO PLANNING ACTION 4: Identify and Engage Additional Local Partners as Necessary to Help Facilitate Wellness Program Implementation.

Why It’s Important

Regardless of a CBO’s internal capacity, they will need to engage appropriate local partners to implement the best possible version of their wellness program.

Steps to Success for the CCC Grantee

- CBOs should consider partnering with accredited cancer care centers, which are required to have care plans for all cancer survivors. Connecting with these centers may help CBOs identify and enroll appropriate program participants.
- CBOs should collaborate with primary care providers. Once cancer survivors have transitioned from treatment at a cancer care center, their primary care provider becomes an important point of contact to help identify ongoing care needs and appropriate wellness programs.
- Additional local partners may be needed to provide expertise, promote programming, identify participants, secure physical resources, or identify key staff.

CBO PLANNING ACTION 5: Develop a Work Plan to Guide Program Implementation

Why It’s Important

A work plan lays out the details of the program and can help all involved partners understand the activities involved, staff needed, and timeline required. The work plan helps all involved parties anticipate barriers and prepare as needed to carry out the program.
Steps to Success for the CCC Grantee

The CBO might need guidance on what to include in their work plan. Potential elements include:

- A statement of program goals and desired outcomes
- A list of the primary activities needed to meet goals and outcomes
- Activities divided into manageable tasks and who will lead each task
- The sequence and relationships between tasks (What tasks are dependent on each other? What can be done at the same time?)
- A consideration of available staff and workloads
- A realistic estimate of the start time and length of each task in relation to the overall project timeline
- Identification of key milestones throughout the project period, as well as any required reports and intermediate deadlines.

CBO PLANNING ACTION 6: Work with the CCC to Refine Program Approach And Provide for Continuous Quality Improvement Processes Based on Program Monitoring Data.

Why It’s Important

After the CCC and the CBO have identified the specific evidence-informed strategies and interventions they will implement, tailored the program to meet local needs, and developed a work plan, the CCC can review plans to provide additional guidance and suggestions that may enhance the program’s overall effectiveness and/or feasibility. This is a continuous process and is ideally based on data from program monitoring (see below, page 50). The CCC and the CBO can work together to discuss and agree on the final approach.

Steps to Success for the CCC Grantee

- Does the CBO’s definition of cancer survivors for program raise any concerns?
- Although CBOs should be given the flexibility to identify specific cancer survivor subpopulations of interest for their program, you should make them aware of any potential liability considerations or other concerns.
  - As an example, if cancer survivors include those currently undergoing cancer treatments and the wellness program includes physical activity components, there may be concerns about whether the activities are safe and appropriate for all potential participants.
- Has the CBO selected evidence-informed strategies and interventions?
  - What is the evidence that suggests that the strategies and interventions will be effective for the outcomes of interest?
  - Are the strategies and interventions feasible, given the budget and timeline for the CBO’s program?
Action Steps for the Planning Phase

Is the approach to tailoring the program to meet local needs appropriate? Does it maintain fidelity to the evidence-informed program while also meeting local and target population needs?

- Is the work plan feasible?
  - Has the CBO identified all primary activities and divided them into manageable tasks?
  - Does the CBO have sufficient staff to carry out all activities?

**CBO PLANNING ACTION 7: Ensure Management Systems are in Place (E.G., Budget, Performance Tracking Systems).**

**Why It’s Important**

To help CBOs stay on time and on budget throughout program planning and implementation, it is important to make sure there are appropriate management systems. This will also help ensure all reporting requirements are met throughout the project’s lifespan.

**Steps to Success for the CCC Grantee**

- Be clear to the CBO(s) about which management systems they will need and what information they will need to track.
- Ensure that recommended management systems and the information to be tracked align with reporting requirements.
- Be prepared to provide TA to the CBO to help set up appropriate management systems.

**CBO PLANNING ACTION 8 (Continuous): Participate in Regular TA Calls With the State CCC Program to Support Planning Activities.**

**Why It’s Important**

Regular contact and communication with the state CCC program during the planning phase will allow the CBO access to necessary TA and support as they prepare to implement their cancer survivor wellness program.

**Steps to Success for the CCC Grantee**

- Encourage CBO(s) to commit to the regularly scheduled calls and notify the CCC in advance if conflicts arise.
- Ensure that the team also commits to the regularly scheduled calls to demonstrate its commitment to providing TA and support to the CBO(s).
- Encourage CBO(s) to document all questions and TA needs as they arise.
- Emphasize the importance of open communication. CBO staff should feel comfortable sharing barriers to progress and working with the CCC to seek solutions.
ACTION STEPS FOR THE IMPLEMENTATION PHASE

In the implementation phase, the funded CBO(s) will be carrying out the cancer survivor wellness program. During this time, the CCC should be continuously involved, aware, and ready to support implementation progress and help CBOs overcome barriers they encounter. The implementation phase includes the following types of support: (1) coordinating of resources to support CBO implementation, (2) providing tailored TA to address barriers encountered with implementation or evaluation, (3) engaging with CDC program consultants and project team members to address implementation progress, and (4) engaging regularly with the CBO to support implementation. Each implementation action below comes directly from the program logic model (Appendix 3).

Description of Implementation Action Steps

IMPLEMENTATION ACTION 1: Coordinate State Resources and Work With the State CCC Coalition And Partners to Support CBOs in the Implementation of Cancer Survivor Wellness Programs.

Why It’s Important
As CBOs move from planning to implementation, challenges to progress may quickly become clear. Regular meetings with CBO contacts can include check-ins on milestones and current implementation challenges to address challenges as they arise. Because CCCs are well-connected to a variety of cancer stakeholders at the local and state level, they are in an excellent position to coordinate resources to support CBOs in their program implementation. Resource coordination may include the following:

- Identification of existing resources you can provide to CBOs.
- Identification of additional local partners or experts who may be able to provide access to physical space, populations, or other important resources.
- Ongoing contact with local organizations (such as cancer care centers or primary care physicians) to help increase overall buy-in and facilitate progress.
Steps to Success

Recognize potential barriers to CBO implementation of cancer survivor wellness programs. These might include:

- Identification of, access to, and recruitment of target cancer survivors
- Coordination with cancer care centers and primary care providers for cancer survivors
- Securing physical space for wellness programs
- Identification and training of program facilitators
- Appropriately managing limited funds
- Staying on track with the implementation timeline
- Collecting data needed for evaluation and reporting requirements

Work with the CCC coalition to acknowledge barriers and identify resources to help the CBO. To be prepared to support CBOs, consider the following:

- Schedule regular meetings with CCC coalition members to discuss the CBO’s implementation progress.
- As challenges emerge, work together to identify potential solutions and resources. Note that some challenges may be better served by tailored TA than by identified resources (see Implementation Action Step 2, below).
- End each regular meeting with action items, deadlines, and identification of individuals responsible for each item.
- Follow through on each action item to make sure the necessary support is provided in a timely manner.

Implementation Action 2: Provide Tailored TA to Funded CBOs Implementing Cancer Survivor Wellness Program.

Why It’s Important

In addition to coordinating resources to support CBO cancer survivor wellness programs, CCCs will probably need to provide tailored TA to CBOs to help build their capacity to deliver, support, and promote quality cancer survivor wellness programs adapted to local needs. Assessment of TA needs should be continuous, with anticipation and recognition of early implementation challenges. Ensuring that CBO leadership and staff feel comfortable and empowered in implementing the program should be the main goal of TA activities.
Steps to Success

The ideal approach to TA is active, not reactive. The CCC should not wait for the CBO to come to them with a TA need. Use regular contact with the CBO as an opportunity to anticipate and identify needs. Use the documents and agreements from the planning phase to guide the process and help make sure that CBOs are meeting expectations for implementation, documentation, and reporting. Areas where TA may be needed for implementation include:

- Identifying program delivery staff with the right qualifications and experience.
- Training program delivery staff.
- Recognizing and keeping essential intervention content. To maintain fidelity to the intervention, the CBO will need to be careful not to change intervention content too much, especially as they face challenges.
- Monitoring adherence to intervention content (e.g., through program delivery staff checklists, checklists by intervention participants, observation of intervention sessions, or videotaped observation of intervention sessions).
- Correcting deviations from the intervention’s key features.
- Collecting and managing data needed to meet reporting requirements outlined in the CCC grantee-CBO formal agreements.

To provide appropriate and timely TA, make site visits and use technology:

- Site visits can help to understand the program in action in a way that other modes of TA cannot. They provide an opportunity for direct observation of the program itself or related components, such as staff training, program monitoring, or data management processes. In addition, site visits offer a great opportunity to establish rapport with CBO staff. If possible, a site visit early in the implementation timeline may show details about the CBO’s capacity and how to best support them throughout the project life cycle. When scheduling site visits, consider doing the following:
  - Develop an agenda to identify objectives and what the expectations during the visit. Allow time for observation of regular activity to get a sense of typical operations.
  - Ensure that appropriate staff are available to participate in a meeting. Try to meet with CBO leadership, supervisors, program delivery staff, and data managers.
- Telephone, video conference, and/or screen sharing technology or Web conference are other modes of TA delivery. Site visits are not always a viable or logical choice for TA. Different technologies can help TA providers and recipients share information virtually. If viewing data or documents together is important to the TA need, consider screen sharing technology that allows the TA provider to view documents and even to have control over making changes to documents.
Video conferences can help strengthen rapport and engagement, especially when the TA provider and recipients have never met. In other cases, the TA need is small, and e-mail exchanges will be sufficient.

To ensure that TA provided is tailored to the CBO’s needs, give TA providers sufficient background and context about the CBO’s work and capacity. To establish strong rapport between providers and CBOs, consider and communicate the following principles to TA providers:

- **A collaborative approach**: Recognizing that CBOs know the most about their program implementation details can do a lot to empower CBOs to use TA effectively.
- **An adaptive approach**: Although the TA provider may think they know how to meet the needs of the CBO, they should remain flexible based on what they learn once they actually start working with the CBO.
- **A customized approach**: Even if they have received background materials and context, the TA provider should be encouraged to ask questions to further understand how to tailor their TA to the CBO’s needs.
- **A results-driven approach**: The TA provider should work with the CBO to identify action steps, follow up to ensure that the TA need is fully met, and ensure that the CBO has put the TA to use to overcome the barrier that led to the TA need.

**IMPLEMENTATION ACTION 3: Engage With CDC Program Consultants and Project Team Regularly to Discuss Program Implementation and Identify Resource and Training Needs.**

**Why It’s Important**
As in the planning phase, regular contact and communication with the CDC program consultant and project team member will provide the TA and support needed to work effectively with the CCC coalition and the CBO(s) throughout the implementation phase. Regular contact will help ensure that the CBO stays on track with their cancer survivor wellness program and are able to provide the data needed to meet reporting requirements.

**Steps to Success**
Ways to make the most of regularly scheduled calls:

- Document all questions, identify resource and TA needs as they arise, and be ready to share them with points of contact.
- Check in with staff and partners before regular calls to ensure that all emerging questions and TA needs are captured.
- Be prepared to discuss the CBO’s implementation progress and barriers, based on regular communications.

During the implementation phase, it is essential to address challenges as they arise. Determine whether there is a need for more immediate assistance, rather than waiting
for a regularly scheduled call. If the success of the program depends on a fast solution, it is best to address it quickly. Encourage CBO(s) to take the same approach to communicating their challenges during implementation and be prepared respond to those communications.

Additional expectations for engagement include:

- **Annual site visit participation**: CDC program consultants and members of the project team will work with you to plan annual site visits. Participate in agenda development, ensure that team members are available to participate, and provide any materials needed in advance of the visit.

- **One-on-one TA participation**: TA may be provided by CDC program consultants, project team members, or other experts, based on needs such as implementation or evaluation. Some TA may be provided in response to specific requests; other TA may be provided based on anticipation of needs or observed needs.

- **On-time monthly reports**: Include data from CBO(s) in these reports. As described in the planning phase (Action Step 8), the formal agreements developed with CBO(s) will help ensure that data are provided.

- **Participation in regular peer-to-peer calls with other demonstration sites**: These calls will be designed for sites to share progress and suggestions, ask questions, and discuss barriers to implementation and evaluation.

**IMPLEMENTATION ACTION 4: Engage With Awarded CBO(S) on Executing Implementation Action Steps.**

**Why It’s Important**

The CBO should take the lead on the following implementation steps. But the CCC can support the CBO as a part of its overall management and monitoring role in five key actions listed below.

**CBO ACTION 1: Ensure Necessary Implementation Support is in Place.**

**Why It’s Important**

As the organization closest to the cancer survivor wellness, the CBO is in the best position to know if the support needed to implement and deliver the program is in place. The need to ensure appropriate implementation support persists throughout the implementation phase. The CBO should communicate with the CCC grantee any time additional support is needed.

**Steps to Success for the CCC Grantee**

Emphasize the following CBO requirements:

- Ensure that staff involved in program implementation have sufficient time and training to carry out implementation plans.
- Ensure that appropriate partnerships are in place to carry out implementation plans.
- Communicate openly with the CCC so it can help support implementation as needed.
- Monitor implementation progress, especially for components carried out by wellness program delivery staff. This will ensure that the program is carried out as the CBO originally planned.

**CBO IMPLEMENTATION ACTION 2: Recruit Program Participants.**

**Why It’s Important**
Program participants meeting the defined target audience for the cancer survivor wellness program are essential to program success. It can be a challenge for any program to identify, access, and recruit appropriate participants. In the case of cancer survivors, there may be additional challenges, especially if CBOs are not well-connected with cancer care centers or primary care physicians caring for cancer survivors.

**Steps to Success for the CCC Grantee**
- Anticipate potential challenges with participant recruitment and engage the CCC coalition, partners, and the CBO regularly to develop a strong plan to connect with cancer care centers and primary care physicians.
- Work with the CBO as needed to develop partnerships with local cancer care centers and primary care physicians. Buy-in and input from these groups can help ensure smooth program implementation.

**CBO IMPLEMENTATION ACTION 3: Implement Cancer Survivor Wellness Program as Planned.**

**Why It’s Important**
Implementation is the CBO’s core work. Because careful planning went into selecting and planning for an appropriate cancer survivor wellness program, implementation as planned is critical to success. Often, barriers can lead to deviations from the original plans for a program, so this guide is designed to provide support and TA to CBOs throughout implementation.

**Steps to Success for the CCC Grantee**
- As CCCs work with the CBO, they will want to routinely discuss the implementation progress and determine whether there are any deviations (or anticipated deviations) from the original plan.
- Emphasize to the CBO that the CCC will work with them to help them implement the program as planned and that any barriers they encounter should be discussed promptly so that resources or TA can be provided. Deviations may include changes in the following:
  - Specific cancer survivor target audience
  - Number of participants
  - Who delivers the program
  - Program setting
  - Key elements of program delivery (e.g., frequency, duration, content, or format)

**CBO IMPLEMENTATION ACTION 4: Promote the Program’s Success in the Community to Local Stakeholders (E.G., Partnerships With Local Oncology Centers, Social Media).**

**Why It’s Important**
Promoting the program can help with sustainability and future funding. Although it may not affect the success of the current cancer survivor wellness program, it is likely to increase overall interest in and awareness of the need for this type of program. Local organizations may express interest in partnering with or funding the CBO for similar future programs. Cancer survivors and their support networks may also express interest in similar future programs.

**Steps to Success for the CCC Grantee**
- Work with the CBO to identify the following:
  - Appropriate local target audiences for program promotion
  - Appropriate communication channels, such as community groups and local media outlets
  - How to track and follow up with organizations and individuals expressing interest in future programs

**CBO IMPLEMENTATION ACTION 5: Participate in Regular TA Calls With the State CCC Program to Support Implementation Activities.**

**Why It’s Important**
Just as regular contact and communication with the assigned CDC program consultant and project team member allows CCCs access to necessary TA and support, CBO(s) benefit from regular communication with the CCC. The contact allows the CCC to support their implementation activities and to receive the data and reports needed. The action steps below are the same as those in the planning phase. We repeat them here to emphasize the need for continuing communication.
Steps to Success for the CCC Grantee

- Encourage CBO(s) to commit to the regularly scheduled calls and notify the CCC in advance if conflicts arise. Consistent team member participation over time is also important.

- Ensure that the team also commits to the regularly scheduled calls to demonstrate its commitment to providing TA and support to the CBO(s). The same team members should commit to the regular phone calls.

- Encourage CBO(s) to document all questions and TA needs as they arise, and emphasize the importance of open communication. CBO staff should feel comfortable sharing barriers to progress and working with you to seek solutions.

- Encourage CBO(s) to use judgment to determine whether to contact the CCC before a regularly scheduled call. If the success of the program depends on a fast solution, it is best to address it quickly and not wait for a regularly scheduled call.
Program evaluation is a valuable tool that provides context for understanding if and how a program may be working. Program evaluation is “the systematic collection of information about the activities, characteristics, and outcomes of programs to make judgments about the program, improve program effectiveness, and/or inform decisions about future program development” (Patton, 1997).

For this program, evaluation is critical because it helps to:

1. Understand how local cancer survivor wellness programs are being implemented and the factors that affect implementation.
2. Understand if and how the approaches used in local cancer survivor wellness programs have the potential to be successful.
3. Build the evidence and inform future program development related to wellness programs for cancer survivors.

The following evaluation sections describe action wellness program steps for CCCs to consider, as well as approaches to working with CBOs to further facilitate evaluation activities. Figure 6 below shows the six steps of CDC's evaluation framework. CCCs can use CDC's Comprehensive Cancer Control Branch Program Evaluation Toolkit for detailed steps and advice.

The first section focuses on steps 3 and 4, “Focus the evaluation design,” and “Gather credible evidence.” The section explains the four intervening steps in the box below and how they support solid evaluations related to the two CDC steps. It also includes information on how you can monitor program implementation. Each evaluation action below comes directly from the program logic model (Appendix 3).
An evaluation plan clearly articulates what and how a program will be assessed. Program planners identify program areas that are the most relevant and important to measure and how those measurements will be used. CCCs should consider which elements of a cancer survivor wellness program will be important to track and assess over time and plan to collect data to allow this analysis, or include that data collection in the RFP. CCCs will also need to determine the type of support and guidance you can provide to CBOs for evaluation. We encourage CCCs to consider evaluation and the plan for conducting evaluation activities early on in the development of the cancer survivor wellness program (see Action Step 8 in the section above on planning). The best evaluation plans are created at the same time programs are planned. Figure 7 shows an evaluation plan checklist that can help guide the process.

**EVALUATION ACTION 1: Focus the Evaluation Design to Monitor Program Implementation and Assess Program Outcomes.**

**Why It’s Important**

An evaluation plan clearly articulates what and how a program will be assessed. Program planners identify program areas that are the most relevant and important to measure and how those measurements will be used. CCCs should consider which elements of a cancer survivor wellness program will be important to track and assess over time and plan to collect data to allow this analysis, or include that data collection in the RFP. CCCs will also need to determine the type of support and guidance you can provide to CBOs for evaluation. We encourage CCCs to consider evaluation and the plan for conducting evaluation activities early on in the development of the cancer survivor wellness program (see Action Step 8 in the section above on planning). The best evaluation plans are created at the same time programs are planned. Figure 7 shows an evaluation plan checklist that can help guide the process.

**Figure 6. Six Steps in CDC’s Program Evaluation Framework With a Summary of Additions for Creating a Solid Evaluation Plan**

**STEPS**

- Engage stakeholders
- Ensure use & share lessons learned
- Describe the program
- Focus the evaluation design
- Gather credible evidence
- Justify conclusions

**STANDARDS**

- Utility
- Feasibility
- Propriety
- Accuracy

1. Create a precise, measurable evaluation question.
2. Identify all needed variables.
3. Develop a system to collect and monitor program data.
4. Specify the data analysis plan.
Steps to Success

- Create a step-by-step description of the evaluation process, including evaluation purpose, activities, and timeline.
- Share this information with relevant stakeholders (e.g., CCC coalitions, CBOs, other partners) to show funders and other important stakeholders that careful thought has gone into what you hope the cancer survivor wellness program will achieve and how you plan to measure success.
- Determine the information and data you need.
- Think critically about what elements of the program need assessment, to ensure that the necessary information is collected from the start of implementation. For example, to assess a specific behavior change (e.g., increased physical activity) as a result of the cancer survivor wellness program, collect data is collected from program participants prior to program implementation so that changes can be assessed.
- Determine which level of information gathering is reasonable and realistic within a timeline for evaluation.
- Decide what types of changes can be expected within a given timeframe and determine the feasibility of collecting data to measure changes. For example, the program might want to look at changes in knowledge and awareness of survivor wellness needs among CCC coalition members and state agencies. Given the timeline, there might be better approaches to gathering this information (e.g., survey vs. interviews). In addition, the magnitude of the level of changes you can expect to see might depend on when the data are collected.
- When the plan for the cancer survivor wellness program is developed, consider how all of the steps in the evaluation framework will be executed. In the evaluation planning stage, think about how success will be defined. That will determine evaluation question(s), which will, in turn, determine the data to collect.

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**CDC’s Framework for Program Evaluation in Public Health Applied to Wellness Programs for Cancer Survivors**

CDC developed and recommends the use of a framework that includes six steps. Steps 3 and 4 below related directly to evaluation:

1. Engage stakeholders (e.g., local CBOs, CCC coalition members, cancer survivors, health care providers)
2. Describe the program (e.g., activities and services provided to cancer survivors that aim to improve cancer survivor wellness)
3. **Focus the evaluation design** (e.g., develop evaluation questions and methods for assessing program implementation and success)
4. **Gather credible evidence** (e.g., data collection about program implementation, cancer survivor outcomes of interest)
5. Justify conclusions (e.g., describe how the data analysis demonstrates how well your cancer survivor wellness program is working)
6. Ensure data use and share lessons learned (e.g., disseminate findings with key stakeholders and other public health practitioners)

These steps are informed by four standards: (1) utility (how will evaluation results be used?), (2) feasibility (is the evaluation design realistic?), (3) propriety (does the evaluation engage key program stakeholders?), and (4) accuracy (will the evaluation provide valid results?).
**EVALUATION ACTION 2: Create a Precise, Measurable Evaluation Question or Questions.**

**Why It’s Important**
Careful alignment of the evaluation question(s), the analysis plan, and data collection ensures that data will be available to answer the evaluation questions, and to inform stakeholders of the program’s success. Ideal evaluation questions indicate who, what, when, and how.

**Steps to Success**
- Create evaluation questions that include the following information:
  - **Who** was included in the intervention—the main unit of analysis. This could be hospital or clinic patients, cancer survivors in the community, or other entities.
  - **What was done in the intervention.** This might include classes on nutrition, additional opportunities for physical activity provided in the community, or groups for psychosocial support.
  - **When** intervention outcomes were measured. Outcomes could be assessed before and after the intervention, at several points during the intervention, or on a continuous basis.
  - **How** data will be analyzed. This will be implied by the question but not directly stated. For example, a simple pre/post measurement can be assessed by a t-test.

**EVALUATION ACTION 3: Identify All Needed Data Elements.**

**Why It’s Important**
Data element planning allows CBOs to ensure that they will have all the data they need to answer their evaluation questions and perform all analyses.

**Steps to Success**
- Use a template to list data that will be collected, tracked, and monitored. This process helps ensure that all needed data will be available to answer evaluation questions. A sample template follows in Table 5.
**Table 5. Sample Template for Data Collection**

<table>
<thead>
<tr>
<th>Evaluation Question:*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WHO: Population or unit of analysis</strong></td>
</tr>
<tr>
<td>Unit of analysis (people, hospitals, clinics, community sites, etc.) you will study to answer your question</td>
</tr>
<tr>
<td>How you will sample them</td>
</tr>
<tr>
<td>How you will assign them to the intervention</td>
</tr>
<tr>
<td><strong>WHAT: Aspect of the intervention you implemented</strong></td>
</tr>
<tr>
<td>Main intervention elements</td>
</tr>
<tr>
<td><strong>WHAT: The outcomes you will measure</strong></td>
</tr>
<tr>
<td>Outcomes (changes in attitudes, knowledge, behavior, and biometric measures, if appropriate)</td>
</tr>
<tr>
<td><strong>WHEN: Occasions of measurement</strong></td>
</tr>
<tr>
<td>Times of measurement (how often you will survey or assess outcomes in your study)</td>
</tr>
<tr>
<td><strong>HOW: Data analysis plan</strong></td>
</tr>
<tr>
<td>Descriptive analyses (means, standard deviations, ranges, proportions)</td>
</tr>
<tr>
<td>Bivariate analyses (correlations, chi-square tests)</td>
</tr>
<tr>
<td>Multivariate analyses (GLM, logistic regression, cluster analysis, and many more)</td>
</tr>
</tbody>
</table>

*List adapted from Des Jarlais, Lyles, Crepaz, & the TREND Group, 2004.

**EVALUATION ACTION 4: Develop a System to Track And Monitor Program Data.**

**Why It’s Important**

To track progress of CBOs and assess the cancer survivor wellness program’s fidelity to core components, design and implement a system for performance monitoring. The system can use basic and widely available software such as Excel, but make sure that it captures the information needed to analyze evaluation questions.
Regular use of a data system to track and monitor program data can:

- Enhance the implementation and delivery of activities
- Inform the delivery of the program
- Track program progress over time
- Support accountability
- Contribute to continuous quality improvement

Steps to Success

Include these important evaluation and implementation-related elements in the system:

- Implementation fidelity: What information will let you know that CBOs were able to implement their program as intended?
- Quality of program delivery: How did the CBOs deliver their programs?
- Dose/Reach: How many participants and sessions were there? How long were the sessions?
- Facilitators/barriers to implementation: What factors helped or hindered the program delivery?
- Financial data: How much do specific program activities cost?

**EVALUATION ACTION 5: Create an Analysis Plan.**

Why It’s Important

Analyzing the program data collected yields important information about its efficacy and outcomes. Specifying the data analysis techniques in the evaluation planning stage ensures that data collected and the timing of data collection will be appropriate to answer the evaluation questions.

Steps to Success

Create an analysis plan that includes:

- The sample size needed. Different statistical techniques need different-sized samples.
- Most evaluations will use univariate analysis to describe the data. This will show the percentage of the sample in different categories (e.g., demographics of the population of cancer survivors served), as well as the means and standard deviations of continuous outcome variables.
- Use bivariate or multivariate analysis to show relationships between or among variables. This might include the effect of the wellness intervention on cancer survivors’ outcomes, such as improved mental health or improved fitness levels.
- Explore resources for planning, choosing, and conducting data analyses:
  - University of Kansas Work Group for Community Health and Development. (2015). *Chapter 12: Evaluating the initiative.* Lawrence, KS:


**EVALUATION ACTION 6: Gather Credible Evidence by Collecting Program Monitoring Data.**

**Why It’s Important**

Once the CBO and CCC define evaluation methods and indicators, it will be important to consider how to track and monitor the CBO program’s progress throughout the duration of their program and how to store and use data from multiple sources. Because the CCC will work closely with CBOs, decide early on who is responsible for collecting the data for each indicator, as well as how the data will be reported to the CCC. A plan for how CCC programs and CBOs will work together to collect, report, and store data in an accurate and timely fashion will be very important.

**Steps to Success**

- Decide on data management roles with input from all team members so that everyone knows which indicators they are assigned. (When it is time for reporting, there should be no surprises.)

- Expand data collection items with additional information for who is responsible for each indicator, as shown below in Table 6.

**Table 6. Sample Data Collection Work Plan Elements**

<table>
<thead>
<tr>
<th>Data Element</th>
<th>Data Collection Instrument</th>
<th>Person/Group Responsible for Data Collection</th>
<th>Timeframe for Collection</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAMPLE: Cancer survivors' depression level</td>
<td>SAMPLE: Brief Symptom Inventory (BSI)</td>
<td>SAMPLE: CBO counselor</td>
<td>SAMPLE: Before group meeting series begins; then at 2, 4, 6, 8, and 10 weeks after series ends</td>
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</tbody>
</table>
Communicate with CBOs to make sure they know that what data they will need to collect and how that data will contribute to the overall evaluation. CCCs should clarify why data collection is important for the program and how data will be used. CBOs may or may not be equipped and attuned to process and outcome reporting requirements, but most organizations will be responsive if they understand reporting expectations early on. Advising them in advance about data collection plans will help increase their willingness to participate during implementation. The following tips will help to improve reporting among CBOs:

- Set up frequent reporting requirements in the request for proposals.
- Include reporting obligations in the MOA.
- Use regularly scheduled calls for frequent check-ins to address any problems with data collection and reporting.
- Anticipate data collection challenges in the TA delivery plan.

**EVALUATION ACTION 7: Use Program Monitoring Data to Inform TA Delivery, Make Program Improvements, and Monitor Progress in Achieving Outcomes.**

CDC expects that CCCs and CBOs will use data collected from program monitoring to continuously improve the cancer survivor wellness programs.

**Why It’s Important**

Program monitoring data can be used for program improvement to:

- Improve the program’s outreach.
- Identify program delivery methods that work well.
- Improve how the program is delivered or implemented.
- Help identify effective practice-based evidence.

**Steps to Success**

- Determine whether program activities are occurring as planned by using data from performance monitoring. If activities are not occurring, work with the CBO to determine challenges and barriers, and decide on remedial action.
- Use performance monitoring data to determine whether the activities are having the planned effect for cancer survivors. If not, review the CBO’s work to determine what kinds of changes in activities and/or outcome goals are needed.
- Identify areas where a CBO is having challenges meeting their activity and outcome targets and decide on what kind of TA is needed.
- Review program monitoring data to provide reports at regular intervals (see Evaluation Action 6 above).
- Discuss reports with the CBO regularly to identify progress, opportunities for quality improvement, and any needed TA.


APPENDIX 2. PLANNING RESOURCES

- For Action Step 2—An example of a statewide cancer survivorship needs and resource assessment:

- For Action Step 2—Existing cancer data sources:
  https://www.cdc.gov/cancer/dcpc/data/other.htm

- For Action Step 2—Quality of life questionnaires:
  o For survivors who are five or more years past diagnosis: http://www.psy.miami.edu/faculty/ccarver/sclQLACS.html
  o Related article on validity and reliability of this instrument: http://www.psy.miami.edu/faculty/ccarver/documents/p05QOLR.pdf

- For Action Steps 4, 5, and 6—More information about issuing requests for proposals, developing memoranda of agreement, and managing subawards:
  http://www.strengtheningnonprofits.org/resources/guidebooks/Designing_and_Mganger_a_Subaward_Program.pdf

- For Action Step 7—More information about preparing for and providing training and technical assistance:

- For Action Step 8—Comprehensive Cancer Control Branch Program Evaluation Toolkit (pages 14–20 are relevant to evaluation planning):

- For Action Step 10—Peer-reviewed publication on cultural adaptations of behavioral health interventions:
  https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3965302/
APPENDIX 3. LOGIC MODEL

Demonstrating Approaches among CCC grantees to Improve Wellness among Cancer Survivors

Program Purpose: To provide support and guidance to Comprehensive Cancer Control grantees and community-based organizations in the development, implementation, and evaluation of wellness programs for cancer survivors

State CCC Program Activities

- Planning Activities
  - Work with State CCC to develop outcomes and implementation activities
  - Conduct needs and resource assessment to identify cancer survivors' needs for cancer survivor wellness program
  - Develop cancer survivor wellness program structural elements using needs assessment findings and subject matter expert consultation
  - Develop a comprehensive plan, with required timelines, to plan, implement, and evaluate a tailored cancer survivor wellness program
  - Solicit proposals from COs to implement tailored cancer survivor wellness programs
  - Review proposals to identify COs with the capacity to implement a cancer survivor wellness program
  - Identify and engage training in cancer survivor wellness program
  - Develop formal agreements with awarded COs, including work plans, reporting requirements, and evaluation plans, to establish expectations
  - Engage with CCC Program Consultants and Project Team regularly to discuss program implementation and identify resource and training needs
  - Engage with awarded COs to implement and evaluate action plans

- Implementation Activities
  - Coordinate needs assessment and work with State CCC to develop outcomes and implementation activities
  - Provide technical assistance to COs in the implementation of cancer survivor wellness programs
  - Provide technical expertise to COs in the implementation of cancer survivor wellness programs
  - Provide technical assistance to COs in the implementation of cancer survivor wellness programs
  - Engage with CCC Program Consultants and Project Team regularly to discuss program implementation and identify resource and training needs

- Evaluation Activities
  - Focus on the evaluation design to monitor implementation and assess outcomes
  - Create a data, measureable evaluation questions and identify all needed data
  - Develop a system to monitor data and create an analysis plan
  - Collect program monitoring data
  - Use data to inform program improvement

State CCC Program Outcomes

- Increased awareness and knowledge of wellness needs for cancer survivors among State CCC programs and coalitions
- Improved ability among State CCC programs and coalitions to plan and implement cancer survivor wellness programs
- Increased capacity among State CCC programs and coalitions to plan and implement cancer survivor wellness programs
- Enhanced capacity among State CCC programs and coalitions to plan and implement cancer survivor wellness programs
- Improved delivery of wellness programs for cancer survivors
- Improved state-wide capacity to implement wellness programs for cancer survivors
- Increased community-level support for cancer survivors
- Improved community-level support for cancer survivors
- Increased quality of life among cancer survivors
- Reduced recurrence of cancer among cancer survivors
- Reduced overall cancer mortality rate

State and Community Level Outcomes

- Increased number of community-based CCC partners implementing wellness strategies for cancer survivors (e.g., delivery of wellness programs for cancer survivors)
- Increased state-wide capacity to implement wellness programs for cancer survivors
- Increased community-level support for cancer survivors
- Increased community-level support for cancer survivors
- Increased quality of life among cancer survivors
- Reduced recurrence of cancer among cancer survivors
- Reduced overall cancer mortality rate

Impact

- Increased quality of life among cancer survivors
- Improved quality of life among cancer survivors
- Increased quality of life among cancer survivors
- Decreased recurrence of cancer among cancer survivors
- Reduced overall cancer mortality rate

Community-Based Organization Inputs

- Funding
  - Resources
  - Management systems
  - Equipment
  - Staff
  - Volunteers
  - Partners
  - Capacity
  - Ability to implement program components
  - Data collection and management
  - Access to career survivors
  - Access to subject matter experts

Community-Based Organization Activities

- Planning Activities
  - Review state-level needs assessment and identify wellness priorities for cancer survivors
  - Develop cancer survivor wellness program plan, select evidence-informed wellness strategies and tailor approach as appropriate based on community and cultural needs and available resources
  - Identify and secure resources (e.g., space, equipment, additional staff, support) needed to support implementation of cancer survivor wellness program
  - Identify and secure resources (e.g., space, equipment, additional staff, support) needed to support implementation of cancer survivor wellness program
  - Engage with COI or local partners as necessary to help facilitate program implementation
  - Work with State CCC program to refine program approach
  - Ensure necessary implementation support is in place
  - Recruit program participants
  - Implement cancer survivor wellness program as planned
  - Promote program success within the community in partnership with local oncology centers, social services, and other key partners
  - Participate in regular TA calls with State CCC program to support implementation activities
  - Evaluate implementation activities

- Implementation Activities
  - Ensure necessary implementation support is in place
  - Recruit program participants
  - Implement cancer survivor wellness program as planned
  - Promote program success within the community in partnership with local oncology centers, social services, and other key partners
  - Participate in regular TA calls with State CCC program to support implementation activities

- Evaluation Activities
  - Develop evaluation tools to guide evaluation efforts
  - Develop system for systematic collection of program monitoring and evaluation data
  - Monitor and evaluate the program to assess implementation and outcomes

Appendix 3 • Logic Model
### APPENDIX 4a. SURVIVOR WELLNESS PROGRAM EXAMPLE EVIDENCE-INFORMED INTERVENTIONS AND STRATEGIES TABLE

<table>
<thead>
<tr>
<th>Topic</th>
<th>Evidence-Based Strategy</th>
<th>Interventions</th>
<th>Source of Intervention</th>
<th>Intervention Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Activity</td>
<td>1. Teach survivors how to access and evaluate available resources</td>
<td>Bronx Oncology Living Daily (BOLD) Living Program</td>
<td>Literature Review</td>
<td>Free program of wellness workshops, peer support, and counseling to enhance the physical, emotional, and spiritual well-being of those affected by cancer.</td>
</tr>
<tr>
<td></td>
<td>2. Develop and disseminate public education programs that empower survivors to make informed decisions</td>
<td>Fit &amp; Strong!</td>
<td>RTIP</td>
<td>Eight-week program targets older adults with osteoarthritis and has demonstrated significant functional and physical activity improvements in this population.</td>
</tr>
<tr>
<td></td>
<td>3. Educate survivors to their particular stage of survivorship during and immediately upon ending treatment</td>
<td>CancerFit</td>
<td>Literature Review</td>
<td>Multiple population-specific programs addressing cancer survivorship, including a restorative exercise program and adult exercise program addressing cancer-related barriers to fitness and wellness while establishing realistic exercise and wellness goals.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Strength Through Education, Physical fitness and Support (STEPS)</td>
<td>Literature Review</td>
<td>Adapted an evidence-based intervention, StrongWomen, to improve physical fitness and increase breast cancer knowledge among women 40 years and older in Appalachian Pennsylvania. Utilizing a multisite, community-based design. This is a 12-week, supervised program.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Walking for Wellbeing in the West</td>
<td>RTIP</td>
<td>12-week, graduated, pedometer-based walking intervention delivered with two physical activity consultations.</td>
</tr>
<tr>
<td>Topic</td>
<td>Evidence-Based Strategy</td>
<td>Interventions</td>
<td>Source of Intervention</td>
<td>Intervention Description</td>
</tr>
<tr>
<td>------------------------------------------</td>
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<td>------------------------------------------------------------------------------</td>
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<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Mental Health/Emotional Well-Being</td>
<td>1. Develop and disseminate public education programs that empower survivors to make informed decisions</td>
<td>Alleviating Depression Among Patients with Cancer (ADAPt-C)</td>
<td>RTIP</td>
<td>Designed to enhance the quality of life for cancer survivors</td>
</tr>
<tr>
<td></td>
<td>2. Teach survivors how to access and evaluate available resources</td>
<td>Managing Uncertainty Day-to-Day</td>
<td>RTIP</td>
<td>Designed to help older breast cancer survivors manage uncertainty about recurrence of cancer and improve coping skills</td>
</tr>
<tr>
<td></td>
<td>3. Provide information to cancer survivors, health care providers, and the public about cancer survivorship and meeting their needs</td>
<td>Sleep Healthy Using the Internet (SHUTi)</td>
<td>RTIP</td>
<td>Sleep Healthy Using the Internet (SHUTi) is an interactive intervention designed to improve the sleep of adults with insomnia enhancing the quality of life for cancer survivors</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Surviving Cancer Competently Intervention Program (SCCIP)</td>
<td>RTIP</td>
<td>Intensive, one-day manualized intervention that combines cognitive-behavioral and family therapy approaches to reduce posttraumatic stress symptoms (e.g., intrusive memories, avoidance, hypervigilance) related to the cancer experience in adolescent cancer survivors and their families</td>
</tr>
<tr>
<td>Tobacco Cessation</td>
<td>1. Harding-hitting counter-advertising</td>
<td>Tobacco Use and Secondhand Smoke Exposure: Mass-Reach Health Communication Interventions</td>
<td>The Community Guide (highlighted in MAPPS)</td>
<td>Mass-reach health communication interventions target large audiences through television and radio broadcasts, print media (e.g., newspaper), out-of-home placements (e.g., billboards, movie theaters, point-of-sale), and digital media to change knowledge, beliefs, attitudes, and behaviors affecting tobacco use</td>
</tr>
<tr>
<td></td>
<td>2. Teach survivors how to access and evaluate available information</td>
<td>A Self-Help Intervention for African American Smokers</td>
<td>RTIP</td>
<td>Home-based intervention designed to promote cessation among African American smokers by introducing quit-smoking strategies through a culturally appropriate self-help guide with personalized counseling</td>
</tr>
<tr>
<td></td>
<td>3. Develop and disseminate public education programs that empower survivors to make informed decisions</td>
<td>Clear Horizons</td>
<td>RTIP</td>
<td>Self-help guide and telephone counseling protocol tailored for smoking habits, quitting needs, and lifestyles of older smokers</td>
</tr>
<tr>
<td></td>
<td>4. Quit lines and other cessation services</td>
<td>Tobacco Use and Secondhand Smoke Exposure: Quitline Interventions</td>
<td>The Community Guide (highlighted in MAPPS)</td>
<td>Proactive quitlines (i.e., those that offer follow-up counseling calls), based on strong evidence of effectiveness in increasing tobacco cessation among clients interested in quitting</td>
</tr>
<tr>
<td>Topic</td>
<td>Evidence-Based Strategy</td>
<td>Interventions</td>
<td>Source of Intervention</td>
<td>Intervention Description</td>
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<tr>
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<td>--------------------------</td>
</tr>
<tr>
<td>Vaccinations</td>
<td>1. Develop and disseminate public education programs that empower survivors to make informed decisions</td>
<td>Provision of Free Evidence-Based Tobacco Cessation Medications to Promote Quitline Use</td>
<td>The Community Guide (highlighted in MAPPSS)</td>
<td>Proactive quitlines (i.e., those that offer follow-up counseling calls), based on strong evidence of effectiveness in increasing tobacco cessation among clients interested in quitting</td>
</tr>
<tr>
<td>Vaccinations</td>
<td>2. Develop, test, maintain, and promote patient navigation or case management programs that facilitate optimum care</td>
<td>Vaccination Programs; Client Reminder and Recall Systems</td>
<td>The Community Guide (highlighted in MAPPSS)</td>
<td>Client reminder and recall interventions increase vaccination rates in children, adolescents, and adults.</td>
</tr>
<tr>
<td>Vaccinations</td>
<td></td>
<td>Vaccination Programs; Reducing Client Out-of-Pocket Costs</td>
<td>The Community Guide (highlighted in MAPPSS)</td>
<td>Interventions that reduce client out-of-pocket costs based on strong evidence of effectiveness in improving vaccination rates. The effectiveness of these interventions has been demonstrated among children, adolescents, and adults, in a range of settings and populations, when applied in varying levels of scale. Specifically review the urban/rural HPV uptake intervention in Kentucky</td>
</tr>
<tr>
<td>Combined Physical Activity &amp; Nutrition</td>
<td>1. Develop and disseminate public education programs that empower survivors to make informed decisions</td>
<td>StrongWomen - Healthy Hearts</td>
<td>RTIP</td>
<td>Community-based intervention guided by social cognitive theory and designed to reduce cardiovascular disease risk in sedentary midlife and older women who are overweight or obese. Hour-long class that takes place two days per week for 12 weeks.</td>
</tr>
<tr>
<td>Combined Physical Activity &amp; Nutrition</td>
<td>2. Develop, test, maintain, and promote patient navigation or case management programs that facilitate optimum care</td>
<td>Healthy Body Healthy Spirit</td>
<td>RTIP</td>
<td>Program aims to increase fruit and vegetable consumption and physical activity among African Americans; Biblical themes are woven throughout</td>
</tr>
<tr>
<td>Combined Physical Activity &amp; Nutrition</td>
<td></td>
<td>FitSTEPS for Life</td>
<td>Literature Review</td>
<td>Individualized exercise and nutrition program designed to improve the physical and mental functioning, quality of life, and survival of people living with cancer</td>
</tr>
<tr>
<td>Combined Physical Activity &amp; Nutrition</td>
<td></td>
<td>Moving Forward: A Weight Loss Intervention for African American Breast Cancer Survivors</td>
<td>Literature Review</td>
<td>Community-based, guided lifestyle intervention designed to improve the health of African American breast cancer survivors</td>
</tr>
<tr>
<td>Combined Physical Activity &amp; Nutrition</td>
<td></td>
<td>Obesity: Technology-Supported Multicomponent Coaching or</td>
<td>The Community Guide (highlighted in MAPPSS)</td>
<td>Multicomponent interventions that use technology-supported coaching or counseling to help clients maintain weight loss</td>
</tr>
<tr>
<td>Topic</td>
<td>Evidence-Based Strategy</td>
<td>Interventions</td>
<td>Source of Intervention</td>
<td>Intervention Description</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Counseling Interventions - to Maintain Weight Loss</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**References**

L.I.D.S - NCCCPs Survivorship Indicators and Evidence Based Strategies
RTIP - National Cancer Institute: Research-tested Intervention Program
MAPPS (Media, Access, Point of decision information, Price, and Social support/services) interventions for Communities Putting Prevention to Work
The Community Guide
# APPENDIX 4B. SURVIVOR WELLNESS PROGRAM INTERVENTION RESOURCES TABLE

<table>
<thead>
<tr>
<th>Topic</th>
<th>Evidence-Based Strategy</th>
<th>Interventions</th>
<th>Source of Intervention</th>
<th>Intervention Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Food Safety During and After Cancer Treatment page</td>
<td><a href="http://www.cancer.net">www.cancer.net</a></td>
<td>Information on food safety for cancer survivors.</td>
</tr>
<tr>
<td><strong>Mental Health/Emotional Well-Being</strong></td>
<td>1. Teach survivors how to access and evaluate available information</td>
<td>Managing Emotions</td>
<td><a href="http://www.cancer.net">www.cancer.net</a></td>
<td>Includes information on (1) Self-Image and Cancer; (2) Coping with Uncertainty; (3) Managing Stress; (4) Anxiety; (5) Depression; etc.</td>
</tr>
<tr>
<td></td>
<td>2. Educate survivors to their particular stage of survivorship during and immediately upon ending treatment</td>
<td>Motivational Interviewing in Health Care: Helping Patients Change Behavior</td>
<td><a href="http://www.guilford.com">www.guilford.com</a></td>
<td>Written specifically for health care professionals, this concise book presents powerful tools to enhance communication with patients and guide them in making choices to improve their health, from weight loss, exercise, and smoking cessation, to medication adherence and safer sex practices.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Motivational Interviewing: An Merging Trend in Medical Management</td>
<td><a href="http://www.patientadvocatetraining.com">www.patientadvocatetraining.com</a></td>
<td>An action guide to eliciting powerful behavior change.</td>
</tr>
<tr>
<td>Topic</td>
<td>Evidence-Based Strategy</td>
<td>Interventions</td>
<td>Source of Intervention</td>
<td>Intervention Description</td>
</tr>
<tr>
<td>-------</td>
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<td>---------------</td>
<td>-----------------------</td>
<td>--------------------------</td>
</tr>
<tr>
<td>Mental Health/Emotional Well-Being (continued)</td>
<td></td>
<td>Promoting Healthy Behaviors: Moving Toward Wellness</td>
<td><a href="http://www.lillyoncology.com">www.lillyoncology.com</a></td>
<td>Define and discuss wellness in cancer care; discuss healthy behavior recommendations for patients and providers throughout the care continuum; and demonstrate communication skills effective in guiding patient behavior change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Life After Cancer</td>
<td><a href="http://www.cancer.net">www.cancer.net</a></td>
<td>Links to resources associated to topics such as (1) Coping with Fear of Recurrence; (2) Post-Traumatic Stress Disorder and Cancer; (3) What Comes Next After Finishing Treatment</td>
</tr>
<tr>
<td>Tobacco Cessation</td>
<td>1. Develop and disseminate public education programs that empower survivors to make informed decisions</td>
<td>What Works Fact Sheet: Reducing Tobacco Use and Secondhand Smoke Exposure</td>
<td>The Community Guide (highlighted in MAPPS)</td>
<td>Evidence-based interventions for communities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cancer, the Flu, and You</td>
<td>CDC</td>
<td>What cancer patients, survivors, and caregivers should know about the flu and pneumococcal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Weakened Immune System and Adult Vaccination</td>
<td>CDC</td>
<td>Vaccines are especially critical for people with health conditions such as a weakened immune system</td>
</tr>
<tr>
<td></td>
<td></td>
<td>General Requirements on Immunization: Recommendations of the Advisory Committee on Immunization Practices (ACIP)</td>
<td>CDC</td>
<td>Revision of the General Recommendations on Immunization and updates the 2006 statement by the Advisory Committee on Immunization Practices (ACIP)</td>
</tr>
<tr>
<td>Vaccination</td>
<td>1. Educate survivors to their particular stage of survivorship during and immediately upon ending treatment</td>
<td>Cancer, the Flu, and You</td>
<td>CDC</td>
<td>What cancer patients, survivors, and caregivers should know about the flu and pneumococcal</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Weakened Immune System and Adult Vaccination</td>
<td>CDC</td>
<td>Vaccines are especially critical for people with health conditions such as a weakened immune system</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FitSTEPS for Life</td>
<td>RTIP</td>
<td>Free exercise program brochure essential to fight against cancer</td>
</tr>
<tr>
<td>Topic</td>
<td>Evidence-Based Strategy</td>
<td>Interventions</td>
<td>Source of Intervention</td>
<td>Intervention Description</td>
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<tr>
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</tr>
<tr>
<td>Other</td>
<td>1. Facilitate the adoption of National Hospice and Palliative Care Organization recommendations for evidence-based end of life care among health systems</td>
<td>Community Outreach tools and resources</td>
<td>NHPCO</td>
<td>Includes sections related to outreach: (1) materials, (2) planning info, and (3) media/PR resources</td>
</tr>
<tr>
<td></td>
<td>2. Educate survivors to their particular stage of survivorship during and immediately upon ending treatment</td>
<td>Access, Outreach</td>
<td>NHPCO</td>
<td>Resources to increase access for communities (including outreach guides for multiple populations and settings)</td>
</tr>
<tr>
<td></td>
<td>3. Implement evidence-based cancer plans that include all stages of cancer survivorship</td>
<td>Springboard Beyond Cancer</td>
<td>Literature Review</td>
<td>Provides survivors information and resources to support coping and be in control of their health</td>
</tr>
<tr>
<td></td>
<td>4. Develop and disseminate public education programs that empower survivors to make informed decisions</td>
<td>Cancer Terms to Know After Treatment</td>
<td><a href="http://www.cancer.net">www.cancer.net</a></td>
<td>General cancer terms that survivors should know after treatment</td>
</tr>
<tr>
<td></td>
<td>5. Teach survivors how to access and evaluate available information</td>
<td>General Survivorship Resources</td>
<td><a href="http://www.cancer.net">www.cancer.net</a></td>
<td>List of survivorship related resources</td>
</tr>
<tr>
<td></td>
<td>6. Implement evidence-based cancer plans that include all stages of cancer survivorship</td>
<td>Cancer Net Videos</td>
<td><a href="http://www.cancer.net">www.cancer.net</a></td>
<td>Patient-friendly videos which give people with cancer, and their families and friends, an additional option of how they would like to receive oncologist-approved information</td>
</tr>
</tbody>
</table>

**References:**

http://www.cancer.net

MAPPS (Media, Access, Point of decision information, Price, and Social support/services) interventions for Communities Putting Prevention to Work

The Community Guide
APPENDIX 5. CCC CHECKLIST FOR PLANNING, IMPLEMENTATION, AND EVALUATION

Planning Steps Checklist

- Work with CCC coalition to determine role in planning and implementation activities.
- Conduct needs and resource assessment to identify cancer survivorship needs for cancer survivor wellness program.
- Develop cancer survivor wellness program structure using needs assessment findings, subject matter experts’ consultation, and evidence-informed strategies.
- Develop a competitive process, with request for proposals, for CBOs to implement tailored cancer survivor wellness programs.
- Solicit proposals from CBOs to implement tailored cancer survivor wellness program.
- Review proposals to identify community organizations with the capacity to implement a cancer survivor wellness program.
- Identify training and technical assistance resources before the CBO implements the cancer survivor wellness program.
- Develop formal agreements with awarded CBOs, through contracts, grants, or memoranda of agreement.
- Engage with CDC program consultants and project team regularly to discuss program planning and identify resource and training needs.
- Engage with awarded CBOs in implementation planning action steps:
  - CBO action step: Review state-level needs assessment and identify wellness priorities for cancer survivors.
  - Develop a cancer survivor wellness program plan, select evidence-informed wellness strategies, and tailor the approach as appropriate, based on community and cultural needs and available resources.
  - Identify and secure resources (e.g., space, equipment, additional staff, support from additional local partners) to support the implementation of the cancer survivor wellness program.
  - Identify and engage additional local partners as necessary to help facilitate wellness program implementation.
  - Develop a work plan to guide program implementation.
- Work with state CCC program to refine program approach and provide for continuous quality improvement processed based on program monitoring data.
- Participate in regular TA calls with the state CCC program to support planning activities.

**Implementation Steps Checklist**

- Coordinate state resources and work with the state CCC coalition to support CBOs in the implantation of cancer survivor wellness programs.
- Provide tailored TA to funded CBOs implementing cancer survivor wellness program.
- Engage with CDC program consultants and project team regularly to discuss program implementation and identify resources and training needs.
- Engage with awarded CBOs on executing implementation action steps:
  - Ensure necessary implementation support is in place.
  - Recruit program participants.
  - Implement cancer survivor wellness program as planned.
  - Promote the program’s success in the community to local stakeholders (e.g., partnerships with local oncology centers, social media).
  - Participate in regular TA calls with the state CCC program to support implementation activities.

**Evaluation Steps Checklist**

- Focus the evaluation design to monitor program implementation and assess program outcomes.
- Create a precise, measureable evaluation question or questions.
- Identify all needed data elements.
- Develop a system to track and monitor program data.
- Create an analysis plan.
- Gather credible evidence by collecting program monitoring data.
- Use program monitoring data to inform TA delivery, make program improvements, and monitor progress in achieving outcomes.
APPENDIX 6. CBO CHECKLIST FOR PLANNING AND IMPLEMENTATION

Planning Actions Checklist

☐ Review state-level needs assessment and identify wellness priorities for cancer survivors.
☐ Develop a cancer survivor wellness program plan, select evidence-informed wellness strategies and interventions, and tailor the approach as appropriate, based on community and cultural needs and available resources.
☐ Identify and secure resources (e.g., space, equipment, additional staff, support from additional local partners) to support the implementation of the cancer survivor wellness program.
☐ Identify and engage additional local partners as necessary to help facilitate wellness program implementation.
☐ Develop a work plan to guide program implementation.
☐ Work with state CCC program to refine program approach and provide for continuous quality improvement processes based on program monitoring data.
☐ Ensure management systems are in place (e.g., budget, performance tracking systems).
☐ Participate in regular TA calls with the state CCC program to support planning activities.

Implementation Actions Checklist

☐ Ensure necessary implementation support is in place.
☐ Recruit program participants.
☐ Implement cancer survivor wellness program as planned.
☐ Promote the program’s success in the community to local stakeholders (e.g., partnerships with local oncology centers, social media).
☐ Participate in regular TA calls with the state CCC program to support implementation activities.