



NLCRT Leadership Strategy Summit

Thursday, 27 August 2026

TIME ET ¹	AGENDA ITEM
09:30AM 30m	Breakfast & Arrival
10:00AM 10m	Welcome & Why We're Here Ella and Doug set the scene.
10:10AM 20m	Defining Success Picture walking NYC streets tomorrow afternoon, and you're feeling accomplished with what we created. What would need to be true for you for that to be so?
10:30AM 10m	Agenda, Process & Agreements Nat briefly orients the group to the day's flow, desired outcomes, and the group agreements that will govern the work.
10:40AM 20m	NCLRT's Highlight Reel Bob and Lauren share reflections on what the NLCRT has accomplished.
11:00AM 35-40m	Strategic Plan Papers as Baseline <u>Reflecting on pre-Read 2:</u> What's your overall impression after reading the pre-read? What needs correcting based on your experience? What in the 'Not Yet' column matters most for the next 3 years?
11:40AM 10m	Break
11:50AM 25m	External Landscape Scan What 3 external developments will most shape lung cancer care over the next 3 years — in policy, science, health systems, or the public landscape?
12:15PM	Inverted thinking to sharpen strategic thinking - What Would Guarantee Failure?

¹ Please note all timing are approximate. We'll begin and end on time, the rest may shift.

15m	The group identifies everything that would guarantee the strategy fails to respond to the landscape — then reverse these to surface what the roadmap must do.
12:30PM 45m	Lunch
01:15PM 20-25m	Reorienting to the Roadmap Structure A brief orientation to the roadmap format — what it is, what it isn't, and what the group is being asked to produce today. Nat will cover: (1) the format — 3 priorities, 4 cross-cutting themes, 3-year horizon; (2) what counts as an outcome vs. an activity (outcome = what changes; activity = what we do to make it change); (3) the level of specificity expected — draft, not final.
01:40PM 15m	Min Specs: What Must Our Outcomes Do? What are the minimum criteria any outcome must satisfy to earn its place in the roadmap?
01:55PM 15m	Break
02:10PM 1h	Ecocycle Planning: Across All 3 Priorities & 4 Themes An exercise that maps the NLCRT's current portfolio of activities across all 3 priorities and 4 cross-cutting themes onto a four-phase lifecycle map. Identifies what to stop, sustain, grow, or begin. Builds directly on pre-read 2.
03:10PM 15m	Break
03:25PM 35m	SP1 & SP2: Concurrent Drafting Two groups of ~10 work simultaneously — one on Priority 1 (Uptake and Adherence to Early Detection), one on Priority 2 (Access to Staging, Biomarker Testing and Treatment) — drafting 3-year outcomes and activities.
04:00PM 15m	SP1 & SP2: Share-Back Each group presents their draft outcomes and activities to the whole room. The full group responds with reactions, additions, and challenges.
04:15PM 10m	Break
04:25PM 40m	SP3: Whole Group Drafting All participants work together to draft 3-year outcomes and activities for Priority 3 (Survivorship and Supportive Care) — the newest and least-developed priority, which benefits most from the full collective intelligence of the room.
05:05PM 40m	Cross-Cutting Themes Integration A structured whole-group check to ensure the 4 cross-cutting themes (Tobacco Treatment, Eliminate Stigma & Nihilism, Advance Health Equity, Access to Timely &

	Appropriate Care) are meaningfully reflected across all 3 priority drafts — not just named.
05:45PM 15m	Any Changes for Tomorrow? Quick process check for any revisions for tomorrow.
06:00PM	Adjourn Day 1

Friday, 28 August 2026

TIME ET	AGENDA ITEM
07:30AM 1h 00m	Breakfast
08:30AM 15m	Getting Focused Overnight reflections on the priority drafts. What do you want to make sure we don't miss today?
08:45AM 15m	Priority Draft Refinement Small groups return to priority drafts for a focused update — incorporating overnight thinking, share-back reactions, and theme integration gaps identified on Day 1.
09:00AM 30m	Priority Groups: Outcome Logic Test 3 priority groups work concurrently to test their draft outcomes using the Min Specs criteria and a logic chain: does this outcome credibly advance the priority goal? Does the priority goal credibly advance the North Star? Outcomes are kept, sharpened, or dropped.
09:30AM 20m	Share-Back & Whole Group Validation Each priority group presents their shortlisted outcomes to the whole room. The full group tests the logic and validates — or challenges — each selection. • Does each outcome credibly advance the priority? • Does the priority credibly advance the Vision? • Any gaps, overlaps, or surprises across priorities?
09:50AM 15m	Break
10:05AM 35m	Priority Groups: Selecting Activities 3 priority groups work concurrently to identify the activities most likely to produce each of their validated outcomes — filtered by the RT's unique mandate and 3-year feasibility. • What activities, if executed well, would most credibly produce this outcome? • Is this within the NLCRT's unique sphere of influence — i.e., can the NLCRT add value here that others can't? • Is it achievable within a 3-year horizon? • Keep, Extend, or Begin? (Link back to the Ecocycle from Day 1)

10:40AM 15m	Share-Back: Activity Choices Brief share-back on activity selections across all 3 priorities — flagging cross-priority dependencies, overlaps, and gaps before convergence. - Any activities appearing across multiple priorities — should they be co-owned or streamlined? - Any obvious missing activities? - Any activities that feel outside the NLCRT's mandate?
10:55AM 25m	Does the Logic Hold? Risk Assessment? Groups complete either a theory of change stress-test for each outcome-activity pair: "IF we implement [activity], AND [key condition] is met, THEN [outcome] will occur, BECAUSE [mechanism]. Our confidence in this is HIGH / MEDIUM / LOW because [evidence or assumption]." Or an assumptions surface and test: For each outcome and activity, groups identify the 2–3 most critical assumptions that must be true for the logic to hold. These are rated by confidence. Anything with a critical low-confidence assumption gets either strengthened or reconsidered.
11:20AM 10m	Break
11:30AM 40m	Full Roadmap Review & Coherence Check Review all 3 priorities and 4 themes as a coherent whole — identifying gaps, overlaps, and dependencies, and checking back against the overarching vision for the NLCRT. - Does each draft hold together? - Is the level of ambition right? - Where do priorities connect or depend on each other? Any duplications? - Are all 4 themes substantively embedded? - If we delivered everything in these drafts, would we meaningfully reduce lung cancer mortality, disparities, and improve quality of life? What's still missing?
12:10PM 20m	Next Steps Lauren and Ella close the summit with the process for what comes next: - What happens to summit outputs — who drafts the formal roadmap? - Timeline? - When and how will the SC see and approve the final roadmap? - The national meeting — what will be shared and when?
12:30PM 10min	Dedication of our hard work to all who are impacted by lung cancer Closing reflection: one word from each person that captures how they're leaving today.
12:45PM	