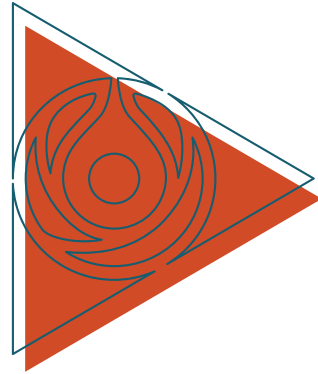


# EQUITY IN ACTION



2022-2026 Strategic Plan



The Max Foundation  
Accelerating health equity, one patient at a time

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# MAX CREATES SOLUTIONS & OVERCOMES OBSTACLES FOR EVERY PATIENT, EVERY DAY

## Welcome Letter from the CEO

Accelerating health equity has been The Max Foundation's focus for over 25 years. Established to prevent other families from the devastation of losing a child to cancer, The Max Foundation is a bridge between patients and treatment, focusing on those no one else is helping and saving lives that would otherwise be lost.

Three decades after our family had to emigrate from Latin America to the U.S. to seek treatment for our child Max, today most new and highly effective cancer treatments are still unavailable to patients in many countries. This is partly due to a broadly held, old-world belief that cancer cannot be treated in the developing world. At The Max Foundation, we do not accept this belief and as a result, we have extended thousands of patients' lives.

Since our founding, our focus has been on developing the systems needed to deliver lifesaving drugs safely and effectively to patients in low- and middle-income countries, demonstrating that it can indeed be done. Our mission in the next five years is to change perceptions so it will no longer be acceptable to leave these patients behind. We have set our sights on an ambitious strategy to double our impact and treat thousands more patients, to expand partnerships across the global health sector, and to amplify our voice and influence.

Geography must not dictate one's destiny. All people should be able to face critical illness with dignity and hope. We can prevent unnecessary suffering and premature death and because we can, we must.

As humanitarians and as leaders, we have a moral imperative to ensure access to safe, high-impact medicine for all patients now. We urge you to join us as we expand The Max Foundation's lifesaving work around the globe.

“Because we can,  
we must.”



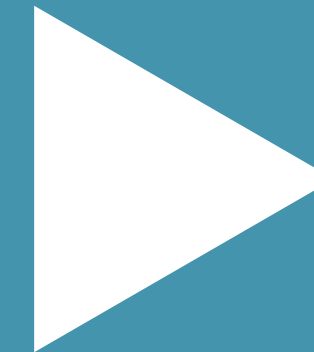
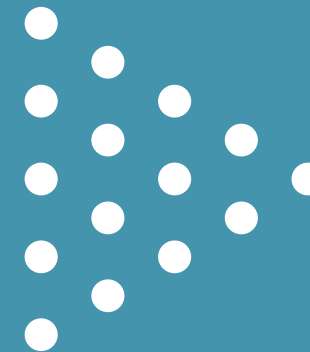
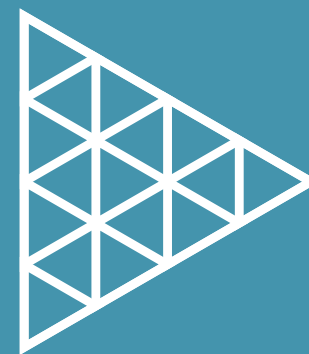
Pat Garcia-Gonzalez  
Chief Executive Officer  
The Max Foundation



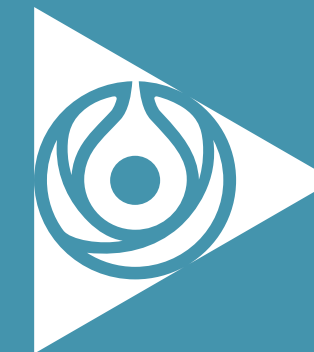
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“Max is right in the middle of doctors, patients, and pharmaceutical companies. They are able to manage this triangle and keep everything in balance ... and they do it amazingly, day in and day out.”

Nirmesh, living with  
leukemia in India



## Part One: *Our Start*





Our **vision** is a world...

where all people can **access high-impact medicines**,  
where **geography is not destiny**, and  
where everyone can strive for health with **dignity and hope**.

We are on a **mission to accelerate health equity**.

We do this by delivering medication, technology, and services to patients facing cancer and other critical illnesses, focusing our energy on those no one else is helping.

We are driven by a set of core beliefs

- ▶ **We believe all human life has equal value**, and all people facing illness deserve access to immediate and effective treatment, no matter where they live.
- ▶ **We believe achieving health equity requires a holistic approach** and we work collaboratively at all levels, knowing the result is better for it.
- ▶ **We believe progress requires dedication beyond the ordinary.** We forge new pathways whenever necessary and are obsessed with overcoming any obstacle to save more lives.
- ▶ **We believe we must develop innovative solutions.** We aim to think ambitiously and to leverage novel technologies and approaches to improve outcomes for our patients.

# 25 Years of Health Equity and Service

From inception, Max has pioneered practical, scalable, high-quality solutions to bring lifesaving treatments and holistic health supports to people with cancer in low- and middle-income countries. Max creates solutions and overcomes obstacles for every patient, every day, across the globe.

1997

## The Max Foundation is born

A small group of volunteers joined forces with a mission to help families in Latin America with children diagnosed with leukemia gain access to education and support. They name their grassroots organization The Max Foundation to honor Maximiliano “Max” Rivarola, who passed away from chronic myeloid leukemia (CML) in 1991 at age 17.



2001

## A breakthrough treatment

Imatinib (Glivec®), the first oral drug of its kind to kill CML cells, is approved by the U.S. Food and Drug Administration to treat cancer patients. This innovative treatment changed the natural course of the disease, turning CML from a deadly disease to a chronic condition. Before this breakthrough, CML patients were expected to live three to five years, depending on which stage they were diagnosed.



2001

## Building a partnership

We partner with Novartis to develop and administer their Glivec® International Patient Assistance Program, a direct-to-patient international drug donation program providing cancer treatment for patients in more than 70 low- and middle-income countries.

2008

## A growing divide

A majority of CML patients taking imatinib and targeted therapies continue to see positive results and extend their lifespan. For those who become resistant to imatinib, there are new, powerful oral medications that can be used as second- and third-line treatments with success. While many patients in the U.S. and high-income countries gain access to these highly effective treatments, a majority of patients and health care providers in low-income settings have yet to gain access to treat cancer patients.



2015-2020

## Expanding our work

We launch Max Access Solutions, the first global oncology model of its kind, offering a portfolio of cancer therapies, diagnostic solutions, and patient services with diverse partnerships that further aid patients with access to quality treatment and care.

2015

## Bridging the gap

Five multinational pharmaceutical companies join our mission to give access to cancer treatment and quality care. Together, we form the Humanitarian Partnership for Access to Cancer Treatment (PACT)—a commitment to providing access for patients who have no other means of accessing treatment.



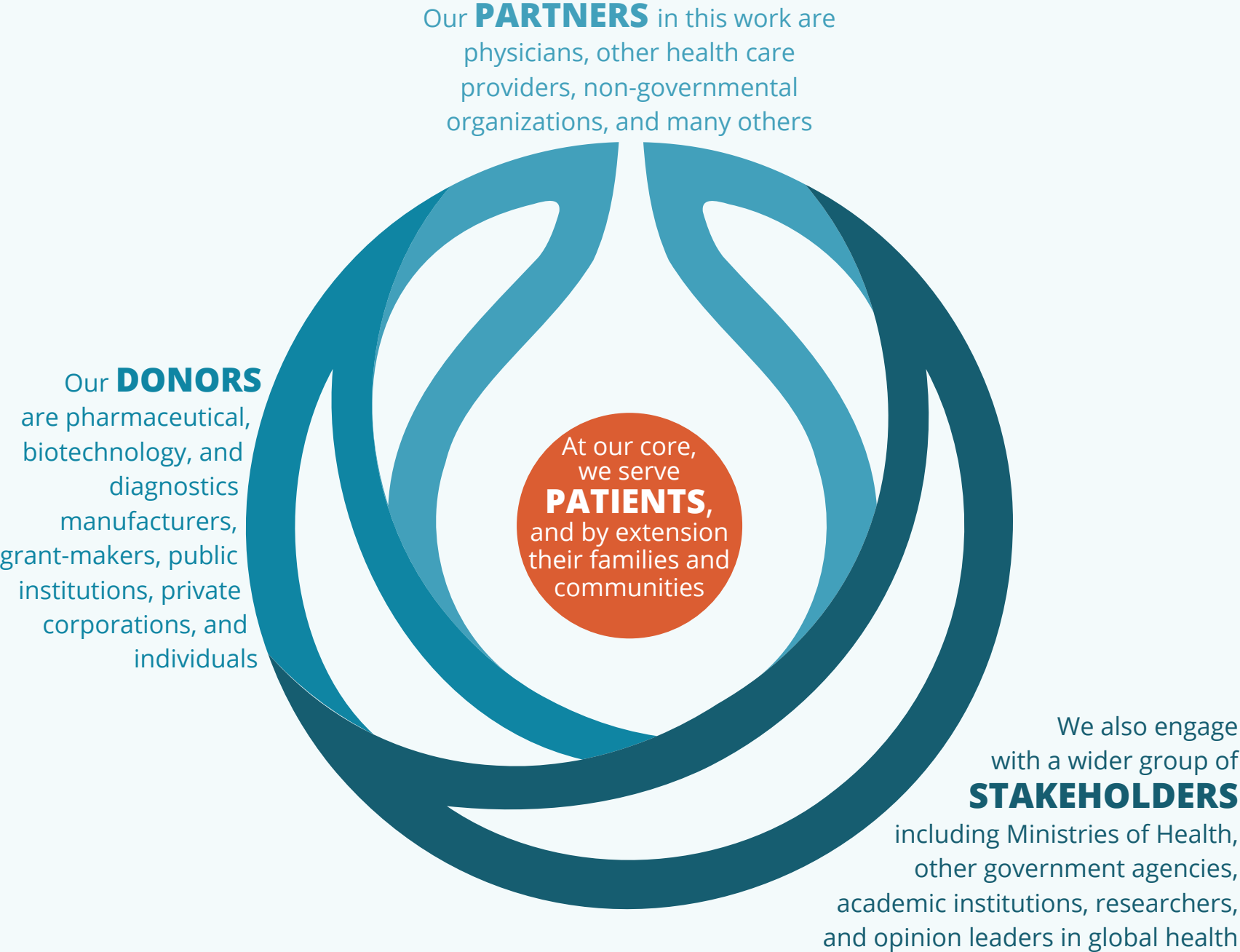
2020

## 20 million daily doses

We celebrate surpassing 20 million daily doses of treatment delivered to patients worldwide since the launch of Max Access Solutions. Every dose is another day patients can face their diagnosis with dignity and hope.



Our Ecosystem



Our Approach

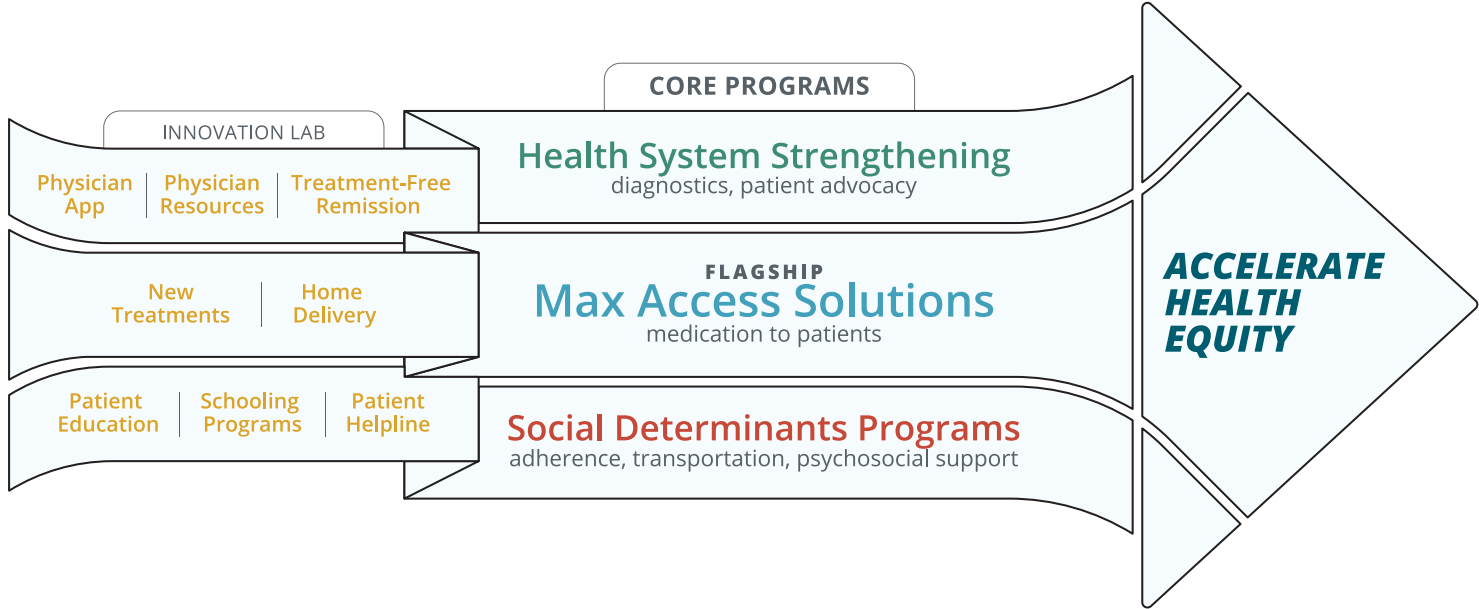
To accelerate health equity, The Max Foundation structures its programming in three categories.

Our flagship program, **Max Access Solutions**, is a unique treatment access model that prioritizes individual patients' needs with the sophistication and flexibility to fit local regulations. Through Max Access Solutions, we deliver medications to support patients living in low- and middle-income countries in partnership with their specialists and treating institutions.

Our programming also contributes to **Health System Strengthening** in the countries where we provide access to treatment. Beyond treatment, we increase diagnostic capacity, strengthen patient advocacy, provide clinical education, and support care and disease management.

Finally, to ensure positive health outcomes for patients, we focus on the **Social Determinants of Health**. On any given day, our global team provides patients across the globe with psychosocial support, transportation assistance, adherence monitoring, or a variety of other services to ensure that patients' needs are handled individually and holistically.

Within each of these three programmatic areas, we are constantly developing new innovations to increase operational efficiency and further our impact. Our **Max Innovation Lab** serves as a platform for idea incubation, programmatic design, and implementation. Often, our innovation lab pilots begin in one country or region and once the intended effect has been demonstrated and its value proven, the pilot is scaled globally.

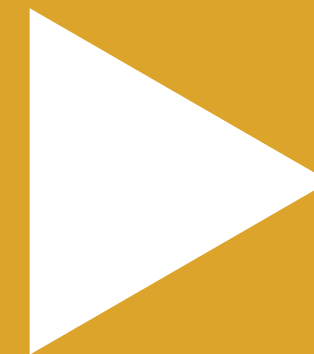
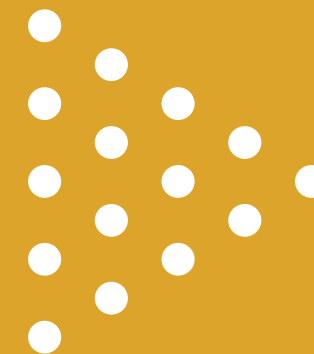
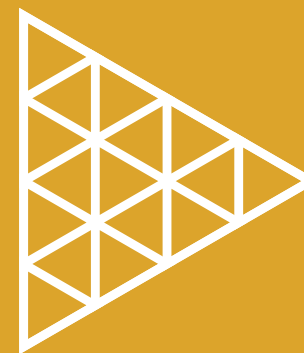




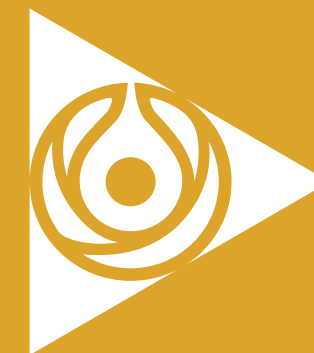
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“I was, and still am, a beneficiary of The Max Foundation. I was diagnosed with CML when I was a first-year resident. The lifesaving service Max provided was the inspiration that led me to study hematology and forever strive to pay the debt forward.”

Dr. Fisihatsion Tadesse and  
his family from Ethiopia



Part Two: *Our Future*





## Core Goals

By the end of 2026, we will...

**Double** the number of new patients we help each year

**Double** the number of diseases we support

**Double** the number of donors in the Humanitarian Partnership for Access to Critical Treatment

**Expand** geographically to provide targeted access where there is none today

## Five-Year Metrics

By the end of 2026, we will...

Treat an additional 25,000 newly diagnosed patients and provide an additional 50,000 molecular diagnostic tests

Increase our portfolio to help patients afflicted with 20 diseases for which treatment is not accessible in their country

Increase the size of our Humanitarian Partnership for Access to Critical Treatment to 10 donors

Establish access programs in 10 additional countries to increase our reach to 85



# TREAT MORE PATIENTS

## PRIORITY 1

### Invest in our regional teams and strengthen our local presence

Our regional teams are our greatest asset and facilitate all our patient programming around the world. Over the next five years, we will build on these already robust regional teams and expand our local capability through recruitment, training, and support. Our expansive network of physicians and partner institutions are part of these teams and we will increasingly supply them with enhanced information and tools.



## PRIORITY 2

### Expand global programs to additional countries

We plan to launch operations in 10 additional countries to enable physicians to provide lifesaving treatment to patients currently without access. This will require a new and expanded physician network capable of prescribing and supporting new treatments, as well as relationships with new partner institutions around the world.



#### PATIENT PERSPECTIVE

#### Sitora from Tajikistan

“My mother always says to me: Be strong and smiling, the most wonderful is ahead and I say you: Be strong, hopefully, smiling, and full of positivity.”

When Sitora got sick in 2017, we still had not been able to bring diagnostics into Tajikistan. But through our efforts, The Max Foundation has brought diagnostics infrastructure to Tajikistan, and Sitora gets her PCR test done regularly to monitor her disease. She tells us her dream is to become a famous international journalist.



# AMPLIFY OUR VOICE



## PRIORITY 3

### Amplify our patients' voices

Access to lifesaving medication and quality healthcare is a human right. The fact that some patients receive treatment for their illness while others are denied care is unjust and unacceptable. In the next five years, we will amplify patients' voices and share their sense of urgency. Further, we plan to expand our research capacity so new knowledge can be generated for the betterment of all patients. We will speak out more forcefully, and in more high-profile settings, about the moral imperative we all share to ensure patient access to innovative, high-impact medicine worldwide.

## PRIORITY 4

### Further articulate and implement our Health Systems Strengthening Strategy

We witness the daily impact of our programming on the health systems of the countries in which we work. We plan to double down on this programming and scale up our work in diagnostics, physician support, patient education, data systems and sharing, global advocacy, and other vital strategies that improve the overall health systems we support. It is possible and sustainable to both address the urgent needs of patients and collaborate on health system strengthening around the world.

“

PATIENT PERSPECTIVE

**Jessica from El Salvador**

“I hope that my story may serve to motivate and encourage others to not forget that no matter where you are, you can support other people to continue in the pursuit of their dreams.”





# SUSTAIN

## OUR WORK THROUGH ROBUST PARTNERSHIPS

### PRIORITY 5

## Expand our Humanitarian Partnership for Access to Critical Treatment

Expanding our current pharmaceutical collaborations is critical. It will enable us to expand our programming to treat more illnesses and serve more patients. It will also further promote a collaboration focused on ensuring global access to all new medications.



### PRIORITY 6

## Strengthen organizational and operational systems

We believe in maximizing the value we bring to patients through improved efficiency and expanded capacity. We are constantly working to ensure that our operational and programmatic costs facilitate the greatest care for patients in our programs. We will continue to pursue systematic improvements to our operational procedures, workforce development, training, and supply chain activities.



### PATIENT PERSPECTIVE Kailash from India

"I was ten years old when I diagnosed [with CML] in 2002. It was an enormous pressure when I came to know about the cost of the medicine at that time. It was just unbearable. I was scared when I entered The Max Foundation office but I met wonderful people over there who assured me that I will get these medicines free of cost. In few days I received prescribed medicine. I went back to my village with hope."





“Max doesn’t stop at just helping the patients. It’s more than access – there’s education, monitoring, connecting patients to others. They make you well-rounded so even when Max isn’t there, we can advocate.”

Jelena Cugurovic, patient leader in Serbia

“Max brings the tenacity to help us in every way they can.”

Rod Padua, President of Touched by Max in Philippines

“Max is the most effective organization operating on access issues. Data proves this – the kind of impact they have on patients’ lives is a lot higher than others in the field”

Jayasree Iyer, CEO of Access to Medicine Foundation

“Max means hope.”

Anil, father of leukemia patient in India







Geography should not be destiny.  
Together, we can prevent unnecessary  
suffering and premature death today.

Join us. [themaxfoundation.org](http://themaxfoundation.org)



The Max Foundation  
Accelerating health equity, one patient at a time.

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