Our 5-Year Strategic Vision: A Radical Strategy for Addressing and Ending Breast Cancer Through a Health Justice Lens

BREAST CANCER ACTION’S STRATEGIC PLAN
2022 – 2027

BREAST CANCER ACTION
Our vision forward is indebted to the knowledge of those around us. This vision is in conversation with our 30+ year history, the aspirations of our allies, and the greater direction of movement work.

In this strategic plan packet, you will learn how our current goals build on our history, see our plans articulated in a strategic planning map and theory of change, and gain insight into how this work came together with graphic notes detailing our internal strategic planning sessions.

We are grateful for the contributions of all who have made this strategic plan possible including board, staff, funders, allies, partners, and members. Thank you for your part in the work to address and end breast cancer.

In solidarity,

Krystal Redman, DrPH, MHA (KR) (they/she)
Executive Director
A strategic plan takes what is possible and crystallizes it into action steps.

Executive Director, Dr. Krystal Redman, (bottom left) pictured at our 2021 event, Radical Disruption & Compassionate Resistance, alongside (from top left to bottom right): scientist, activist, and author Sandra Steingraber, BCAction Board Member CoCo Villaluz, and BCAction Program Manager Jayla Burton.

The BCAction Staff and Board at the first strategic planning session in May 2020.
ON OUR ROOTS

BCAction was founded 30+ years ago in San Francisco during two public health crises—the AIDS outbreak and the breast cancer epidemic—which helped shape our mission and fuel our activism. Early members apprenticed themselves to the AIDS group ACT UP and shared many of that group’s tactics, turning their anger into action to push for better treatments, true prevention, and investment in public health.

Breast Cancer Action (BCAction) has always addressed breast cancer as a public health crisis and a social justice issue.

Our founders viewed their disease not as a personal tragedy, but as a larger social injustice and public health crisis. They knew that individual changes in behavior weren’t the answer and pushed for sweeping systemic change instead.

This history is ever-present in our work. We know we cannot address the issues at the core of the breast cancer crisis without addressing disparities in incidence rates, treatment outcomes, and mortality. As reflected in our 2022 – 2027 Strategic Plan, our board and staff are committed to strengthening our social justice lens and our intentionality around how racial and environmental justice work are at the core of health justice.

Our Strategic Planning Journey to Now

Breast Cancer Action’s two previous Strategic Plans have culminated in this moment.

Our 2008-2013 Strategic Plan defined our work and programmatic priorities and focused on:

• Advocating for more effective, less toxic treatment by shifting the balance of power from pharma to public interest
• Decreasing involuntary environmental exposures that increase risk
• Creating awareness that systemic injustices lead to health inequities

Our 2014-2019 Strategic Plan built upon those core focus areas and strengthened our commitment to social justice by:

• Advocating for more effective, less toxic, and more affordable treatment to include access to quality healthcare and an improved FDA approval process
• Uncovering root causes of breast cancer and stressing primary prevention
• Exposing the realities of pink ribbon marketing and culture
As evidenced by this history, Breast Cancer Action’s growing commitment to health justice is both foundational and adaptive.

Nimble and responsive, Breast Cancer Action continues to be at the forefront of the breast cancer movement, pushing the boundaries of what is possible. While advancing the movement and continually reflecting and restructuring, many aspects of our work remain unchanged.

Through the years we have consistently maintained our role as the breast cancer industry watchdog, holding regulatory agencies, politicians, corporations, and even the breast cancer industry accountable. We continue to focus on the links between environmental exposures and breast cancer risk, demanding that environmental justice is achieved through tactics of education, advocacy, and activism. In this Strategic Plan, we will reaffirm our ongoing commitment to making science and research more accessible, as well as our defining commitment to calling out and ending pink ribbon marketing culture and pinkwashing.

2020 and Beyond

In 2020, the country faced the undeniably historic challenges of the global COVID-19 pandemic. As individuals and organizations transitioned to virtual spaces for school, work, and socializing, BCAction transitioned to a fully remote organization.

Given our long-standing focus on federal-level legislation and the watchdogging of federal regulatory agencies, the shift to having staff across the nation felt like a natural next step. BCAction now has staff in the Pacific, Midwest, and Southeast regions of the United States.

After honoring our 30th Anniversary in 2020 at our first-ever virtual event, we leaned into our national work and brought on Breast Cancer Action’s new Executive Director, Dr. Krystal Redman (KR) (they/she). The strategic planning process continued alongside the transition from an Interim Executive Director, Dr. Marj Plumb, to KR’s onboarding as Breast Cancer Action’s third Executive Director.

Under KR’s leadership, BCAction’s social justice work is expanding, and their influence on the organization’s equity and justice frameworks, as well as BCAction’s internal organizational infrastructure and culture, will have lasting impacts.

Our work and mission continue to be radically independent and uniquely enduring. Through this ongoing public health crisis, movement priorities are changing. The BCAction voice and watchdog role remain indispensable in speaking truth to power and effectively addressing the breast cancer crisis.
KEY MILESTONES

Breast Cancer Action has achieved outsized wins between the launch of the previous strategic plan and today. Our campaigns and actions have shaped our current priorities and have further informed our environmental and health justice lenses.

In 2014 we responded to a partnership between oil and gas giant Baker Hughes and Susan G. Komen® to paint 1,000 pink fracking drill bits “for the cure.” In coordinated efforts with four national organizations, CREDO Action, Food and Water Watch, Oil Change International, and EcoWatch, we gathered 168,000 signatures and delivered the petition to Komen offices in Pittsburg, Pennsylvania demanding the national breast cancer organization break ties with the fracking industry. Our campaign was featured on the Daily Show with Jon Stewart, which ignited a groundswell of activism.

Our 2017 Think Before You Pink campaign, “Toxic Isn’t Tasty,” called out Bee Sweet Citrus and Wonderful Citrus for watering their pink ribbon citrus with oil wastewater. Along with our friends at Center for Food Safety, we delivered nearly 13,000 letters to these citrus companies. Our community leaders provided critical feedback and supported campaign outreach, with multiple generations of BCAction members, cancer fractivists, and farmers collaborating on the campaign.

We’ve produced groundbreaking educational resources including “Know the Facts About Breast Cancer Risks, Fracking and Dangerous Drilling” (2016), and “Why We Must Stop Fossil Fuels” (2020), staking our claim as the first breast cancer organization to make the fossil fuel-breast cancer connection. “What You Need to Know About Metastatic Breast Cancer” (2019) unabashedly calls out the racial disparities in treatment and outcomes of this type of breast cancer. Our “Toolkit to Navigate Breast Cancer” (2020) provides patient-centered, unbiased information to help anyone who has been newly diagnosed, as well as their caregivers, learn about their options and partner effectively with their providers to choose the best treatment for them. Alongside fact sheets and toolkits, BCAction launched our podcast, The Breast Cancer Action Podcast, in 2019.

Starting in 2019, we worked with the Breast Implant Working Group and the Breast Device Collaborative Community to urge the Food and Drug Administration (FDA) to strengthen breast implant labeling requirements and informed consent procedures, and to make black box warnings mandatory. Our members joined us in contacting the FDA during the public comment period, resulting in the agency finalizing improved labeling recommendations and informed consent procedures for breast implants in 2020.

The work we started with our 2020 Think Before You Pink® campaign “We Can’t Be Pink’d,” targeting the National Cancer Institute (NCI), was taken to a new level in 2021, resulting in our seat at the table with the government agency. We’ve been critical of the NCI for their weak stance on the environmental causes of breast cancer, and in 2021 we demanded the agency give BCAction and our scientific partners a voice. We were successful.
in claiming this space and have been developing a deeper relationship with the agency, urging them to take seriously the mounting evidence on the environmental causes of this disease.

Breast Cancer Action’s collaborative movement and partner work pushes the boundaries of what is possible in the fields of breast cancer education, advocacy, and research. BCAction became a member of the anti-fossil fuel, California-based, environmental coalition Last Chance Alliance in 2016, joined the Cancer Free Economy Network in 2019, and the national Build Back Fossil Free Coalition in 2021.

We’ve significantly increased our research capacity in efforts that explore the root causes of breast cancer. We currently serve as the community partner on four groundbreaking studies. The “Linking Neighborhood and Individual Adverse Childhood Experiences (ACEs) to Breast Cancer” (started in 2018) study explores the impacts of factors like neighborhood racial segregation on breast cancer rates and breast cancer disparities. The “GRAton PEsticides (GRAPE) Research Project” (2021) investigates the impact of pesticide exposure and air contamination on agricultural workers on the people of Graton, a city in California’s wine country, which disproportionately affects people of color. BCAction serves in the role of convener in a multi-organization research project by the California Breast Cancer Research Program (CBCRP, 2021), focused on breast cancer risk factors for immigrant communities in the U.S. and California. Additionally, we are the community partner in an exploratory research project (2021) that seeks to uncover evidence showing how different industries conceal data about the links between environmental exposures and breast cancer.

Our work to end our reliance on fossil fuels sits squarely at the intersection of environmental, economic, and health justice. Through our partnerships within the Last Chance Alliance, we demanded concrete action from California Governor Gavin Newsom in 2021 toward ending fracking and other dangerous drilling practices. As a result of the work of this coalition and our members, CalGEM, the department that oversees oil operations in California, issued a draft rule banning new permits for oil and gas wells within 3,200 feet of the areas where we live, work, and play.

Our Values Drive our Accomplishments

These efforts reflect our guiding commitment to serving as the breast cancer industry watchdog, both in our Think Before You Pink® campaigns and our year-round work to demand transparency and better policy from regulatory and government agencies like the FDA and NCI. We are grounded in education and advocacy, and we are activists at heart, developing and implementing creative, effective tactics to achieve environmental justice. We make science and research more accessible using fact sheets and toolkits, ensuring that knowledge about breast cancer is produced by including those living with and at risk of this disease. The reclamation of the power and expertise of our members also fuels our anti-pinkwashing work. If corporations won’t stop pink ribbon marketing on their own, we’ll continue to demand culture change, exposing how profiteering and capitalism allow the breast cancer crisis to proliferate. We continue to build power with these foundational priorities in mind, to address and collaboratively end this disease.
BCAction’s 2022 – 2027 Strategic Plan is the result of two collaborative sessions with staff, board, and strategic planning facilitators. Part I of our process began in Spring 2021 and was facilitated by Stacey Strongarone and Jennifer Melyan.

In Fall 2021, Bonita McGee facilitated Part II of our process, and graphic illustrator Taslim Van Hattum joined us for our strategic planning meetings, during which she created illustrated notes from our sessions. We’re bold, unapologetic truthtellers, and our fearless approach to our work and radical questioning shines through in these images, depicting how we moved through this internal planning process.

Completed at the beginning of 2022, the strategic planning process resulted in our revised **mission, vision, and values statements**, as well as a new **theory of change** and **strategy map**.
Our graphic notes give you a bit of insight into the questions we asked ourselves about how we envision moving our radical work forward: Where have we been? Who are we now? Who do we show up for? Where are we going? And what will it take to get there?

These illustrated notes highlight not only the critical questions we’re asking ourselves and the breast cancer movement at large, but also the systemic and social ecological factors we’re grappling with in defining our unique role as breast cancer activists and the industry watchdogs.
NEW MISSION, VISION, AND VALUES

Mission
To achieve health justice for all people at risk of and living with breast cancer by focusing on systemic interventions, which includes policies, institutions, and practices, and by centering people with the furthest relationships to power.

Vision
We envision a world in which people and communities thrive because they are healthy, liberated, and free from breast cancer.

Illustrated by Taslim Van Hattum
Values
We Value:

- People’s health and wellbeing, not corporate profit
- Integrity and freedom from conflict of interest
- Transparency and accountability from ourselves and others
- Uplifting and centering diverse voices and lived experiences
- Honesty, fearlessness, and truth-telling about the breast cancer crisis
- Collective action and cross-movement work that changes the world for the better
- Health justice as a human right
- Action over awareness
- Partnering with integrity, purpose, and passion
- Being critical consumers of inclusive science

Bringing It All Together
Our mission, vision, and values will guide our organization’s programmatic priorities for the next five years, and we hope you see your own values reflected here.
Breast Cancer Action recognizes and honors that **anti-racist work is essential to health justice.** In order to truly achieve health justice, we must be anti-racist and uplift people’s lives and experiences at the intersection of environmental justice, racism, public health and breast cancer.

We know that in order to address and end the breast cancer crisis, we must tackle the root causes of health inequities, which are the result of a complex interplay of culture, power, economics, racism, and sexism. We must illuminate and dismantle systems that allow for racial, environmental, and health injustices – and their compounding connections – to continue.

The recent nationwide reckoning with racism and white supremacy offers a unique opportunity to highlight, strengthen, and expand our commitments to enacting justice and creating communities where people are healthy, liberated, and free from breast cancer.

**What is environmental racism?**

Environmental racism refers to the practices and policies that create a disproportionate burden of harm from environmental exposures including toxic waste facilities, garbage dumps, fossil fuel infrastructure, and other sources of environmental
pollution. This disproportionate harm falls on people with the furthest relationship to power, usually low-income, Black, Indigenous, and people of color (BIPOC) communities, resulting in disparate quality of life and inequities in health outcomes.

And this is not by chance. Environmental racism is rooted in practices that date back to segregation and redlining and continue to be implemented through current policies and policymakers. Though they may not be prejudiced in their intentions, they allow for deeply harmful impacts.

A prime example of the intersection of environmental, racial, and health justice is the fossil fuel industry – an industry in which environmental racism is inherent.

The extraction, processing, transporting, and combustion of fossil fuels (such as oil, gas, and coal) generates toxins in the air and water. This exposure is directly linked to negative health impacts and outcomes for people who live near these pollution sources. Not only does fossil fuel infrastructure disproportionately harm Black, Indigenous, people of color, and low-income communities, they are also hit first and worst by fossil fuels.

Multiple types of structural-level policies allow for these outcomes. Racial bias in industrial zoning has led to extraction operations, chemical and plastic manufacturers, and refineries being primarily located in Black, Brown, and Indigenous communities. Decades of racially biased urban planning practices have led to a greater concentration of highways, ports, pipelines, and train lines being located in close proximity to where BIPOC people live.

Climate injustice is also core to overlapping harms from the fossil fuel industry. Not only do fossil fuels contribute to the climate crisis, extreme weather from climate change increases the risk of chemical spills and accidents in fossil fuel industrial facilities. This magnifies the impact of those living on the front lines with the furthest relationships to power.

The fossil fuel industry contributes to the compounding effects of racial injustice, environmental injustice, climate injustice, economic injustice, and health injustice that create the health inequities that kill hundreds of thousands of people in the U.S. each year, and disproportionately endanger BIPOC and poor communities.

We are committed to dismantling systems of racism and oppression that keep our communities from living healthy, vibrant, and liberated lives. At Breast Cancer Action, we work to build health equity and justice through education, grassroots advocacy, research, resource sharing, industry accountability, and collective action.
Breast Cancer Action’s new theory of change takes the core issue at hand, illuminates our aim and mission, reveals the key parameters with which we approach this work, and expands on the strategies by which we will address and work to end breast cancer.

**Core Issue:** A world free of breast cancer cannot exist if we do not address racism as the root cause of inequities that directly influence the health, safety, and lives of people with the furthest relationships to power.

The purpose of naming what we believe to be the “core issue” of health inequities that continue to result in the increased risk of being diagnosed with and/or dying from breast cancer is to be bold and brave around truly naming what exactly is at the root of the problem that impacts those most “at risk.” As a society and community, we can no longer sugarcoat racism. If we fail to name and address the root cause of health inequities, we cannot do the work to address and end the breast cancer crisis for good. Racism (including but not limited to environmental racism) directly influences systems, people, culture, behaviors, legislation, policies, and practices that result in injustices and inequities. This leads to people “within the furthest relationships to power” (i.e., people with low income and resources, BIPOC folks, queer folks, those who reside deep in the margins, and etc.) getting sick and dying at a significantly higher rate than anyone else. We must truly and unapologetically address racism as the root cause of health and environmental injustices, which result in issues of health inequities (i.e. disparities in breast cancer).

**Aim:** To address and end breast cancer through a health justice lens.

**Key Parameters:** We bring our minds, hearts, and bodies to the breast cancer movement. We acknowledge that health justice means a constant practice of self-care and combating white supremacy, racism, capitalism, patriarchy, heterosexism/heteronormativity, and ableism on a structural level, while using a critical analysis of how these show up in the non-profit and medical industrial complex.

The three central strategies we are committed to with the aim of addressing and ending breast cancer are:

**Action & Accountability**
- We take action and hold ourselves, institutions, systems, and medical and legislative leaders accountable

**Equity and Justice**
- We actively center breast cancer as a health justice and environmental justice issue

**Advocacy & Research**
- We advocate, demand, and influence patient and people-centered policies, practices, and research
To operationalize these values, we must:

- Center breast cancer as a health justice and environmental justice issue
- Uplift the understanding that health justice is anti-racism work
- Be clear about how racism, including environmental racism and systemic inequities are at the root of health inequities including the breast cancer crisis
- Dismantle, disrupt, and rebuild systems rooted in oppression that uphold policies, practices, and treatments that result in inequities
- Hold industries, institutions, and systems accountable
- Advance and promote health equity and justice by confronting the unequal distribution of power, resources, and information
- Acknowledge and address the problematic and harmful history of research and science, and build trust to be a liaison between the science and advocacy communities in order to make research and information more accessible
- Uplift voices and experiences as valid sources of research and data
- Make the connections between equity, health justice, environmental justice, and public health and science
- Hold ourselves accountable to our anti-racist and health justice practices, given that the role of industry watchdog requires holding ourselves accountable first
- Put people over profit
Breast Cancer Action is intentional in who we do this work for and who we do this work with.

Who Are Our People

We do this work for:
- People at risk of breast cancer
- People living with breast cancer – centering women (cis and trans) and gender queer/expansive folks who are intergenerational
- Caregivers and people who have lost someone to breast cancer
- Those who have died from breast cancer

We do this work with:
- People at risk of breast cancer
- People living with breast cancer – centering women (cis and trans) and gender queer/expansive folks who are intergenerational
- Caregivers and people who have lost someone to breast cancer
- Activists, Advocates, Organizers, and Allies
- Community Leaders, Researchers, Legislators, Medical and Scientific Communities, and Breast Cancer Action Members
ENACTING THIS VISION, INTERNALLY AND EXTERNALLY

Our 5-Year Strategic Vision: A Radical Strategy for Addressing and Ending Breast Cancer through a Health Justice Lens

MISSION

Our mission is to achieve health justice for all people at risk of and living with breast cancer by focusing on systemic interventions, which include policies, institutions, and practices, and by centering people with the furthest relationships to power.

VISION

We envision a world in which people and communities thrive because they are healthy, liberated, and free from breast cancer.

STRATEGIC OBJECTIVES

COMMUNITY:

- Allyship & Accessibility
  - Maintain research & make research & information more accessible
- Culture & Capacity
  - Build collective power
- Equity & Justice Work
  - Uplift voices of people with the furthest relationship to power
- Organizational Infrastructure
  - Provide a platform for critical research in breast cancer & its root causes, with particular attention to those most impacted
- Operations & Capacity
  - Align internal capacity to strategies
- People
  - Facilitate a culture of self-care & integrity
- Technology & Infrastructure
  - Strengthen technological & infrastructure needs to support staff & the strategic goals related to the reach of programs, donor management, & overall capacity

CAPACITY & SUSTAINABILITY:

- Growth
  - Increase support by foundations
- Health Justice
  - Increase leadership development capacity
- Equity & Justice
  - Build, strengthen, & expand partnerships & collaborations
- Community
  - Advocate for people-centered policies and regulations
- Operations & Capacity
  - Ensure fiscal health & stability
- People
  - Maintain reputation as fearless watchdog to the industry
- Technology & Infrastructure
  - Mobilize for regulatory & political action
- Community
  - Be bold around addressing the issues of systemic oppression, health inequities, and racism
- Equity & Justice
  - Elevate our national profile
- Advocacy & Engagement
  - Increase grassroots engagement
- Community
  - Mobilize for regulatory & political action
- Equity & Justice
  - Be bold around addressing the issues of systemic oppression, health inequities, and racism
- People
  - Foster culture of people over profit and productivity
- Technology & Infrastructure
  - Strengthen health & infrastructure
- Community
  - Be bold around addressing the issues of systemic oppression, health inequities, and racism
- Equity & Justice
  - Advance our internal focus on equitable practices
- Advocacy & Engagement
  - Increase programmatic reach
- Community
  - Center breast cancer as a health justice issue
- Equity & Justice
  - Uplift voices of people with the furthest relationship to power
- Advocacy & Engagement
  - Uplift the understanding that anti-racism is health justice work
- Community
  - Mobilize for regulatory & political action
- Equity & Justice
  - Uplift the understanding that anti-racism is health justice work
- Technology & Infrastructure
  - Strengthen health & infrastructure
- Community
  - Play a critical role in shaping the narrative around the issues of systemic oppression, health inequities, and racism
- Equity & Justice
  - Strengthen health & infrastructure
- Advocacy & Engagement
  - Play a critical role in shaping the narrative around the issues of systemic oppression, health inequities, and racism

WE VALUE

- People's health and wellbeing, not corporate profit
- Integrity and freedom from conflict of interest
- Transparency and accountability from ourselves and others
- Uplifting and centering diverse voices and lived experiences
- Honesty, fearslessness and truth-telling about the breast cancer crisis
- Collective action and cross-movement work that changes the world for the better
- Health justice as a human right
- Action over awareness
- Partnering with integrity, purpose, and passion
- Being critical consumers of inclusive science

Our mission, vision, values, and theory of change culminate in our 2022 – 2027 Strategy Map. Our strategy map is a cohesive blueprint for specific and actionable steps toward strengthening our:

- Culture and Capacity
- Equity and Justice Work
- Capacity and Sustainability
- Organizational Infrastructure
- Community

Breast Cancer Action’s Strategic Plan 2022 – 2027
OUR 2022 - 2027 STRATEGIC OBJECTIVES ARE:

CULTURE AND CAPACITY

People
• Facilitate a culture of self-care and integrity
• Strengthen, grow, and develop our team and HR infrastructure
• Foster culture of people over profit and productivity
• Advance our internal focus on equitable practices

Technology
• Strengthen technological and infrastructure needs to support staff and the strategic goals related to the reach of programs, donor management, and overall capacity

Learning
• Increase leadership development capacity
• Expand health justice, environmental racism, and science lenses

Operations and Capacity
• Expand and strengthen our internal capacity
• Ensure fiscal health and stability
• Align internal capacity to strategies

Development and Capacity
• Expand our reach to and collaborations with institutions, researchers, and grassroots research groups
• Provide and platform critical research in breast cancer and its root causes, with particular attention to those most impacted

Partnerships and Relationships
• Elevate our national profile
• Expand our robust volunteer base
• Expand our community base

Advocacy and Engagement
• Increase programmatic reach
• Build, strengthen, and expand partnerships and collaborations
• Increase grassroots engagement
• Advocate for people-centered policies and regulations
• Support and engage in direct action
**EQUITY AND JUSTICE**

**Equity (centering those furthest from power)**

- Promote and share a health justice model in breast cancer
- Facilitate intersectional and cross-sector engagement
- Uplift voices of people with the furthest relationships to power
- Expand partnerships and collaborations

**Justice (Address the root cause of breast cancer)**

- Mobilize for regulatory and political action
- Center breast cancer as a health justice issue
- Uplift the understanding that anti-racism is health justice work
- Be bold around addressing the issues of systemic oppression, health inequities, and racism

**COMMUNITY**

**Allyship and Accessibility**

- Translate the science and research to make this information more accessible
- Maintain care and attention to environmental links to breast cancer
- Maintain reputation as fearless watchdog to the industry
- Make the connections between public health, science, health justice, and equity
- Build collective power

**CAPACITY AND SUSTAINABILITY**

**Growth**

- Increase support by foundations
- Expand donor base

**Sustainability**

- Diversify funding streams
Sometimes art simply says it best.
This strategic planning process was made possible by Breast Cancer Action’s staff, board, community, and supporters. Breast Cancer Action’s strength is our dedicated grassroots network of members, donors, and activists. Thank you for your ongoing commitment to our work and for your invaluable thoughts and insights.

Thank you to each of the collaborators who helped bring this Strategic Plan to life.

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