

**Strategic Plan 2025-2029**

A Community of Supportive Cancer Care



## Message from the Board Chair & CEO

We are delighted to share our 2025-2029 Strategic Plan which reflects the incredible evolution and growth of InspireHealth as a Canadian leader in supportive cancer care.

The organization has made tremendous progress over the past five years leading to substantial growth in our patient numbers and usage while breaking down barriers to access and maintaining high levels of patient satisfaction. The patient remains at the heart of what we do, supported by our compassionate patient care team which provides essential wrap-around support to improve the physical, mental and emotional health and well-being of those affected by cancer.

Our Strategic Plan provides an overview of our goals and priorities, offering a framework for the organization to grow strategically and intentionally with the goal of providing more patients and communities affected by cancer with the essential supportive care services that are so urgently needed.

Our key areas of focus include growing our reach, especially to underserved communities and populations, maintaining relevant and timely programming, and leveraging the power of partnership and collaboration. A commitment to maintaining an engaged and supported staff along with continued investment in our infrastructure and digital solutions will help us further our goals.

As a highly valued organization that provides services free of charge, we are both challenged and motivated to explore opportunities to further our mission by expanding our fundraising capabilities and assessing innovative ways to achieve growth. Our Strategic Plan provides a framework to guide our organization in further engaging our community, our partners and the government in funding our growth.

Our strategic planning process has been thorough including a PESTLE analysis; interviews and focus groups with key internal and external stakeholders; patient, healthcare & general population surveys; a competitive landscape analysis; a SWOT analysis; and strategic planning sessions with board, advisors and staff. We wish to thank everyone who participated along the way, especially those who are living with cancer, for their insights and wisdom. It is worth noting that all feedback received indicated a very strong understanding and relationship with the organization and unanimous agreement about our future direction.

We look forward to working together to implement this plan and expand our reach and capacity to support cancer patients and their loved ones.

Debora Crombie,  
Board Chair


Loveena Chera,  
CEO

## Our True North

InspireHealth enhances the quality of life of those living with cancer.

- With compassion, we focus on a patient's physical, emotional and spiritual health by providing evidence-based, person-centred care where the patient plays an active role in their care plan. Our clinical team provides integrative supportive care guided by the patient's values, priorities and goals. We support patient choice and empowerment and promote self-care through knowledge and skills building.
- We believe in health equity, social justice and non-discrimination, and provide supportive care services throughout a patient's cancer journey regardless of demographics, socio- economic status, gender, ability or origin.
- We recognize the value of immediate, peer and broader community relationships in a patient's cancer journey and provide support for those who care for the cancer patient.
- Through collaboration and a shared purpose, we work with other healthcare providers and organizations to identify and fill gaps in a patient's cancer journey and add value to the health system whereby patients benefit from 'the whole' rather than 'the parts'.
- We provide leadership to broaden understanding of the benefits of supportive cancer care.





InspireHealth met me where I was at and what I learned has shaped the woman I am today... this is an awesome life that I am now living, and I am so grateful.

**- Corinne, InspireHealth Patient**

## Organizational Context

**For nearly 30 years, InspireHealth has been at the forefront of supportive cancer care, founded on the belief that cancer care should address more than just the disease; it should support the whole person.**

This integrated approach to supporting physical, emotional, and social well-being improves patients' quality of life and outcomes. Over the years, InspireHealth has grown into a recognized leader in supportive cancer care, uniquely offering comprehensive programs to patients with any type and stage of cancer, from the moment of diagnosis, through treatment and beyond.

As cancer incidence rises and survivorship increases, the need for accessible, wrap-around supportive cancer care has never been greater. InspireHealth plays a critical role in bridging gaps in care, ensuring that those affected by cancer, regardless of geography or

socio-economic circumstances, can access the support they need. Our free services remove financial barriers, making supportive care available to all, while our hybrid model of in-person and virtual services expands accessibility across British Columbia and beyond. Our programs empower cancer patients and improve health and well-being while providing cost-effective value to the healthcare system.

More than a service provider, InspireHealth fosters a community of support for patients, reducing the isolation that often accompanies cancer to create an optimal environment for healing and wellness. InspireHealth is also committed to supporting caregivers and actively integrates them into programs and services ensuring they receive the guidance and resources they need during this challenging time.

Through our commitment to collaboration within a network of partners including healthcare organizations, community stakeholders, patient partners and key funders, InspireHealth continues to strengthen its mission and impact on patients, families and communities affected by cancer.

This Strategic Plan reflects InspireHealth's continued evolution, building on its legacy while setting the course for the next five years. Aligned with broader healthcare system priorities, InspireHealth will expand its reach to more individuals and communities, strengthen our operational capacity and diversify our funding to ensure long-term sustainability. By advancing our mission, InspireHealth will remain a Canadian leader in supportive cancer care, improving patient outcomes, empowering caregivers, and shaping a more equitable and integrated model of care for the future.





# Mission, Vision and Values

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## Our Mission

We empower those affected by cancer by providing comprehensive support for the mind and body to enhance quality of life and well-being.

## Our Vision

Improving the life of every cancer patient through transformative health care that supports physical, mental and social well-being.

## Our Values

- We put the patient at our centre
- We value the connection between the mind, body and spirit
- We are hopeful and compassionate
- We embrace collaboration and inclusivity
- We are guided by evidence and wisdom



**InspireHealth's strategic direction** for the next five years is grounded in its commitment to reaching more people affected by cancer by expanding access to our essential programs and services, strengthening organizational capacity to better deliver compassionate, person-centred services, and ensuring long-term financial sustainability. These goals will guide the organization's decisions, investments, and partnerships to deepen its reach, resilience, and impact across British Columbia and beyond.



# Strategic Goals

## 1 Expand InspireHealth's Reach and Impact

Support more people affected by cancer through increased access to supportive care by expanding InspireHealth's programs and services in priority communities, delivering responsive and culturally relevant programming, strengthening outreach and collaboration, and raising awareness of services. This goal is grounded in InspireHealth's whole-person model of care and aligns with broader health system priorities to contribute to system-wide impact.

## 2 Diversify Revenue to Enhance Financial Sustainability and Support Growth

Build a flexible and resilient funding model by strengthening traditional fundraising, developing new revenue streams, maintaining Ministry funding and relationships, and demonstrating InspireHealth's value through person-centred storytelling and outcomes. Diversifying revenue sources will ensure long-term sustainability and support continued program growth and mission impact.

## 3 Strengthen Organizational Capacity and Effectiveness

Invest in technology, internal systems and people to deliver a seamless and engaging patient experience. This goal focuses on optimizing digital infrastructure, fostering a strong, values-driven team, strengthening partnerships and advisory networks, and embedding sustainable risk management practices. Together, these efforts will ensure InspireHealth has the capacity, adaptability, and governance needed to expand its impact and remain a trusted leader in supportive cancer care.



## 1 Expand InspireHealth's Reach and Impact

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InspireHealth is committed to increasing access to supportive cancer care through expanded presence, relevant and timely programming, stakeholder collaboration, and greater service awareness. Guided by its values and whole-person approach to care along with broader health system priorities, InspireHealth will deliver equitable, person-centred care across the province and beyond.



## Grow InspireHealth's reach to those affected by cancer

Increase InspireHealth's reach to cancer patients in current Centre locations and expand InspireHealth's presence in priority communities, including Kamloops and Surrey, to increase access to supportive cancer care across BC. Growth efforts will focus on removing geographic barriers and reaching underserved groups, including Indigenous, Asian & South Asian, rural and remote, Adolescent and Young Adult (AYA) cancer patients, and other equity-deserving communities. InspireHealth will also expand services beyond BC, where aligned with its mission and capacity.



## Deliver timely and relevant programming to meet the needs of those affected by cancer.

Ensure programs remain relevant by using feedback and evaluation to identify gaps and meet the needs and priorities of patients and their loved ones. As caregiver support is a core part of InspireHealth's model, programming will continue to reflect their essential role in the cancer journey. Delivering compassionate and culturally relevant, person-centred care will help ensure services reflect the diversity and complexity of cancer experiences and contribute to a more equitable cancer care system.



## Strengthen outreach and collaboration to deepen healthcare and community relationships and expand impact.

Take a collaborative, relationship-based approach to outreach and partnership development, grounded in shared purpose. This mission-driven work will strengthen connections with priority communities, community organizations, and healthcare partners, extending patient access to supportive cancer care. InspireHealth will work with key cancer care partners and organizations to help fill gaps and to help ensure patients and caregivers receive comprehensive, person-centred support.



## Increase organizational and service awareness through targeted marketing and communications.

Build awareness through marketing and outreach to ensure more patients, along with their families, caregivers, and support networks, are aware of and can access InspireHealth's supportive cancer care services. Increase awareness among healthcare providers and community organizations to strengthen referrals, enhance credibility and deepen community engagement.



## Support & collaborate in research that demonstrates the impact of supportive cancer care.

Collaborate with researchers by providing Letters of Support and also as an implementation partner to demonstrate the health benefits and cost-savings of supportive cancer care. This work will strengthen the broader healthcare system, inform policy, and help secure ongoing support for integrated, person-centred supportive care services.



## 2 Diversify Revenue to Enhance Financial Sustainability and Support Growth

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Achieving long-term sustainability requires a balanced mix of funding sources that support InspireHealth's mission and growth. This goal focuses on broadening traditional fundraising efforts, developing new revenue-generating models, strengthening key donor relationships, and demonstrating InspireHealth's value through storytelling that deepens donor and community engagement.



- \* Broaden traditional fund development strategies to strengthen financial stability, sustainability, and impact.

Expand and diversify fundraising efforts to build a more resilient and sustainable funding model. While recognizing that events could remain an important part of the approach, InspireHealth will continue to grow other traditional fundraising channels such as individual and monthly giving, and other areas of philanthropic giving. These efforts, along with ongoing income from established investment strategies, will continue to support the organization's financial health, strategic priorities, and mission impact, without compromising its vision.

- \* Identify and develop new revenue models and partnerships to increase flexible and sustainable funding.

Explore opportunities such as social enterprise, education and training programs, licensing, franchising, and product-based offerings to complement existing funding. Strategic partnerships may support program growth regionally or nationally, while considering select international initiatives that align with InspireHealth's mission. Assessing feasibility and resource requirements will ensure new models are mission-aligned, viable, and impactful.

- \* Amplify InspireHealth's communication and story to strengthen donor engagement and funding.

Develop a clear and compelling narrative about the impact of InspireHealth's programs and services on those affected by cancer, supported by evidence of patient satisfaction and outcomes. Demonstrating InspireHealth's value through both stories and data will deepen donor engagement and advance the organization's revenue strategy.

- \* Maintain and strengthen Ministry funding through alignment of priorities and impact.

Maintain and deepen key relationships with the Province, including the Ministry of Health, by demonstrating alignment with health system priorities including the Province's 10-Year Cancer Action Plan, and the value of InspireHealth's community-based supportive cancer care model. Ongoing strategic engagement and impact reporting will help ensure this critical funding remains stable and positioned for continued growth and long-term sustainability.



### 3 Strengthen Organizational Capacity and Effectiveness

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Investing in technology, internal systems, and people is central to delivering a seamless, engaging, and person-centred experience for all patients. This goal focuses on optimizing digital infrastructure, fostering a strong, values-driven team, strengthening partnerships and networks, and embedding clear, sustainable risk management practices. These efforts will ensure InspireHealth has the capacity, adaptability, and infrastructure needed to grow its impact and remain a trusted leader in supportive cancer care.

## \* Invest in technology to enhance patient experience and improve efficiency.

Building on existing efforts to optimize systems and workflows, InspireHealth will expand its digital capacity to meet growing organizational and patient needs. Strategic investment in infrastructure, tools, and support, including continued development of InspireHealth's website and hybrid delivery model, will improve access to care by delivering an easy and engaging patient experience, streamlining operations, and supporting data-informed decision-making. These efforts will reinforce InspireHealth's leadership in supportive cancer care and help the organization remain competitive in an evolving healthcare landscape.

## \* Maintain and enhance human resources practices to support staff engagement, development, and well-being.

InspireHealth is committed to sustaining strong human resources practices that foster staff engagement, professional development, recognition, and well-being. Through a comprehensive approach to employee support, InspireHealth will continue to attract, retain, and grow a resilient, values-aligned team capable of delivering compassionate, person-centred care.

## \* Strengthen networks and partnerships to enhance service delivery and organizational capacity.

Build and leverage a broad network of support, including volunteers, advisors, consultants, and strategic partners, to strengthen InspireHealth's capacity and enhance all aspects of operations including program delivery. These partnerships also bring valuable knowledge, expertise and resources that help InspireHealth remain responsive to the needs and priorities of those it serves. Together, these efforts will expand reach, sustain operations and ensure organizational growth.

## \* Strengthen organizational resilience through clear and sustainable risk management practices.

Build on InspireHealth's existing enterprise risk management (ERM) framework to support a simple, organization-wide approach to identifying and managing key risks, including financial, operational, reputational, and information systems. A structured process for regularly reviewing and refining risk mitigation strategies will support long-term sustainability and adaptability. Board-level oversight and accountability will help ensure strong governance and foster a culture of proactive risk management across the organization.

The background of the slide features a close-up, soft-focus photograph of autumn foliage. Two large, prominent maple leaves in shades of golden-yellow and orange-brown are the central focus, with their intricate vein structures clearly visible. They are surrounded by other out-of-focus leaves and clusters of small, light-colored flowers, possibly white or pale yellow, which add a delicate texture to the scene. The overall lighting is warm and bright, creating a sense of hope and renewal.

## Moving Forward Together

Our Board and staff are committed to providing equitable and accessible supportive care for all those affected by cancer. We look forward to working collaboratively with our extensive network - including healthcare, community, patient, and funding partners to bring our Strategic Plan to life.