



Strategic Plan 2019-2023



InspireHealth
SUPPORTIVE CANCER CARE

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Executive Summary

In the Fall of 2018 the InspireHealth board and management collaborated to develop a new strategic plan to guide our focus and direction for the years 2019 to 2023. We took stock of our current situation, identifying key external trends, opportunities and threats in the cancer services and health care environment that could affect our position and success in the coming years. We examined our internal core competencies and areas for improvement in context with the evolving future and needs of our clients. And we took time to clearly reconfirm who it is we serve: people at all stages of the cancer journey, on the spectrum from diagnosis through treatment and survivorship; and those who seek to prevent cancer and other diseases by embracing best practices in mind, body and spirit.

As a result of our situation analysis, the board and staff arrived at five goals to govern our direction over the 2019-2023 period. We identified corresponding strategies to achieve those goals, along with metrics to enable us to track our progress.

The board and staff of InspireHealth are committed to executing on this plan, monitoring our progress, and adjusting course as conditions warrant to ensure the sustainable delivery of excellence in the services we provide to our clients.

InspireHealth has always been a pioneer and leader in empowering people on the cancer journey to take charge of their wellness. Our five-year strategic plan will ensure that we build on those compassionate foundations and continue to lead the world to an enhanced understanding and adoption of proven quality-of-life-enhancing modalities.

Context

The world around us is changing, and perhaps the most profound changes are occurring in the health care sector, propelled by scientific advances and enabling technologies. In examining the external environment, the IH planning team identified the following macro trends that affect the operating context for InspireHealth:

- There is evidence of a worldwide movement towards people-centered integrated care, in which supportive care, healing practices and self-determination are pieces of a larger whole, in partnership with the broader health care and social community.
- Responsibility is shifting towards “empowered health” – changing the rules of primary care and the roles of health professionals. It is evident that both society and “the system” are moving not only towards acceptance, but towards mainstream demand for a more holistic, patient-centred and self-directed approach to health care and healing.
- The provision of evidence-based therapies in collaboration with conventional medicine, is both desired by patients and is much needed in the cancer community. It can relieve a significant part of the demand on an overburdened system.
- Many of the practices previously associated with “alternative” or “complementary” cancer support, have moved into the realm of evidence-based integrative practices supported by the medical community; at the same time the reality is that *integrative practices are not yet fully integrated* into a whole-person end to end approach to wellness, across the spectrum from prevention through diagnosis, living with disease, survivorship and dying.
- There is public and even health care community confusion over where the line can be drawn between evidence-based therapies and unproven or even deleterious practices; and the line will continue to evolve with additional research and advances.

As we strategized about IH's future in context with these clearly emerging signals, we looked beyond our current offering and sought to define our place in a new community-based, partnership-focused system of whole-person care. We set about to create a strategic plan that would enable us to be the bridge for our clients between conventional medicine and the best of evidence-based practices, while reducing the size of the chasm between them.

SWOT Analysis

An analysis of Strengths, Weaknesses, Opportunities and Threats was developed in the early Fall of 2018 with input from the management team and various stakeholder groups, including staff, selected customers and vendors, using a combination of online survey and interviews. A number of strengths were identified including the person-centred, evidence-based, compassionate optional clinical offerings; the quality of the people at InspireHealth and the excellent clinical practice; the culture and healing environment; the fact that the offerings are cost free; and the sense of empowerment and choice clients are given.

The weaknesses identified centered around the lack of profile and awareness or clarity on what InspireHealth offers; the operational and administrative capability; the need to improve infrastructure such as systems and space in the facilities; and financial sustainability.

The growing demand for integrative care both for cancer and chronic general illness and the interest in preventative medicine were identified as opportunities for InspireHealth. As well it was noted the health system is evolving to a people-centered model and InspireHealth is at the leading edge of this movement.

Mission, Vision and Values

The planning process included an in-depth examination of InspireHealth's purpose and aspirational vision for the future. In re-imagining our Mission, Vision and Values we sought to respect our founding purpose, fundamental principles and the compassionate care that sets us apart, while adapting to the needs of our clients and reaching for what is possible in the realm of whole-person health. We have defined our Mission, Vision and Values as follows:

Mission:

We inspire people affected by cancer to enhance their quality of life and well-being by integrating wisdom and evidence-informed practices that support mind, body and spirit.

Vision:

Health care that supports patient choice, inspires engagement, and promotes physical and emotional health.

Values:

- We value the connection between mind, body and spirit
- We are guided by a wisdom-based, evidence-informed approach
- We are respectful and open in our communication
- We embody mindfulness, compassion, and peace
- We cultivate a caring community

Strategic Goals 2019-2023

InspireHealth's focus over the next five years will be governed by the following five goals:

- Goal #1: Reach and serve more clients:** define our primary audiences and increase their awareness of InspireHealth
- Goal#2: Evolve our service offerings:** to reflect client needs and best practices in supportive health care
- Goal #3: Enhance our operational capacity:** ensure excellence and effectiveness of our clinical and administrative operations
- Goal #4: Demonstrate our value:** measure and promote the impact of our services
- Goal #5: Maintain our financial sustainability:** diversify and fortify our sources of funding and ensure ongoing cost effectiveness

For each goal, board and staff have created directional strategies for year one and beyond, with corresponding metrics that will enable us to map our progress. The directional strategies are documented on the following pages. We will be refining and adapting our plans annually to ensure we are tracking towards the realization of our goals.

Goals and Strategies

Goal #1: Reach and serve more clients: define our primary audiences and increase their awareness of InspireHealth

Strategies:

1. Clarify, segment and prioritize our primary target audiences to enable highly effective, targeted marketing activities
 - Identify historical IH clients vs “non-users”: who, where, demographics
 - Identify sources of referral/influencers for each segment
 - Measure awareness and attitudes and set priorities for year one and beyond
2. Increase awareness and attract clients in our prioritized target audiences to come to IH and use our services
 - Substantially increase our marketing capability and expertise – designated marketing staff and/or third party
 - Develop campaigns to address priority audiences and segments: events, traditional and social media, PR, outreach, articles etc.
 - Reach out to new target markets and segments (e.g. ethnic groups/languages, demographics, regional locations)
3. Expand network of referral sources and increase referral flow by developing targeted educational, communication and outreach programs
 - Continuing Education programs, seminars, webinars to health care community to promote IH
 - IH clinical staff (physicians) to reach out to family physicians to educate them about IH
 - Establish an Outreach Lead
 - Harness ambassadors, volunteers
4. Expand use of technology and digital channels to promote IH
 - Enhance website usability and functions for prospective clients & referring individuals / organizations
 - Increase social media presence

Goal #2: Evolve our service offerings: to reflect client needs and best practices in supportive health care

Strategies:

1. Analyze our current offering, client needs, best practices and other market offerings to uniquely define our core suite of services
 - Complete an inventory of what we offer now – analyzing data re: four pillars (counselling, exercise, nutrition, physician care, duration of use, program exit, etc.)
 - Analyze research data on what is offered by other cancer and integrative organizations in BC; survey a select few on use of technology to deliver care
 - Conduct current patient satisfaction survey to determine their needs and gaps
 - Identify “unmet” needs and the needs of those who are not able to define their need – and how we address them
 - Complete a list of all possible needs for various target audiences
 - Assess willingness to pay/which services
2. Based on this analysis, define and document our core services; free/included services and duration; paid services, referred services; information services etc. Include clarification of member benefits
 - Identify ways to offer information on integrative practices and therapies through education and referrals
 - Identify what patients receive by way of benefits by attending IH sessions (as compared to other programs/services)
3. Develop programs/approaches to address gaps in service to ensure IH core service offering is accessible to our priority audiences and consistent across all physical sites and other IH delivery channels throughout BC
 - Use clinical staff to reach out to health care sector and community settings to promote referrals
 - Assign Clinical Lead in each pillar who will liaise with CMO and clinical team at each site to monitor referral progress
4. Ensure quality control through ongoing protocol development, training and measurement

5. Monitor global findings and research to stay informed about current and effective evidence-based therapies in order to evolve our service offering and support patient choice around supportive cancer care

Goal #3: Enhance our operational capacity: ensure excellence and effectiveness of our clinical and administrative operations

Strategies:

1. Optimize our organizational structure to align talent, skills, roles and capacity across all clinical, operational, administrative and executive functions, in line with strategic goals
2. Ensure effective ongoing HR practices to recruit, engage and retain highly qualified clinical and administrative personnel
 - Ensure market-based compensation structure to attract and retain highly qualified people
 - Support ongoing continuing professional development
 - Consider alternative providers for hard to recruit positions
 - Optimize our capacity to ensure each clinician and their team is being as efficient and effective as possible within their FTE allocation
3. Develop a strategy to add and manage volunteer staff, advisors and part time experts to augment our FTE capacity
 - Build volunteer coordinator responsibilities into a job description
 - Compile master list of volunteer/advisor potential positions
 - Recruit and fill positions
4. Identify external resources, partners and third parties to augment our physical, clinical and operational capacity (e.g. investigate alliance with CCS)
 - Develop a comprehensive list of similar organizations that would be an asset to partner/ develop a relationship with and prioritize list to begin building a relationship
5. Harness technology to add digital methods of service delivery and streamline internal systems, productivity, efficiency and reach

6. Ensure continuity of governance, alignment and application of board director expertise with goals of the organization
 - Update board governance policies / manual
 - Align committees/ board work plans with strategic plan
 - Add volunteers to committees to augment expertise and cultivate future board members

Goal #4: Demonstrate our value: measure and promote the impact of our services

Strategies:

1. Clarify our definition of impact/success and set our standards (life/living). Develop and report patient experience and outcomes.
 - Clarify the 2 “streams” of patients (recovering and palliative) in order to define appropriate success/impact. Define ideal success framework to measure impact
2. Create the database (and analysis) to understand, document and report the impact and value of IH (for funders, patients)
 - Define the inputs that will be used to measure success along the continuum of care. Develop a way to measure the touch points along the continuum (e.g. QOL, self-analysis, etc.)
3. Highlight impact of IH to broader community to build credibility and enhance reputation (i.e. reduced reliance on GPs, reduced healthcare costs)
 - Based on strategies 1 & 2, define the impact of IH programs for marketing purposes depending on audience (patients, referral agencies, family physicians, donors, MOH etc.)
 - Utilize regional directors to promote IH to various audiences
4. Develop program evaluation framework for planning purposes
5. Utilize external research measurements in relation to our own data collection for planning purposes (e.g. use Stats Can data; Intake form to include QoL measures; Pre/post Life Program survey; Use data from EMR and follow-up with certain patient groups)

Goal #5: Maintain our financial sustainability: Diversify and fortify our sources of funding and ensure ongoing cost effectiveness

Strategies:

1. Maintain and build on relationships with existing funders
2. Increase amount and proportion of funds raised through philanthropy (reduce reliance / risk)
 - Strengthen our development/fundraising capability
 - Create a multi-year development plan including strategies for planned giving, grants & foundations, endowments, events, individual giving, social media funding, community fundraising, major gifts, existing donor and funder stewardship, etc.
3. Develop a plan to introduce paid services
4. Optimize resource utilization and cost containment; ensure laser-focus on core services
5. Achieve and maintain an operational reserve (6 months) and move towards a rolling 5-quarter forecasting process