



Strategic Plan 2022-2025


Supportive Cancer Care

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Background

InspireHealth board and management originally collaborated on the development of a five-year strategic plan in the Fall of 2018, to guide our focus and direction for the years 2019 to 2023.

At our annual Inspiration Day, the board and management review progress and reconfirm the goals and priorities, so that the plan is refreshed each year. In July 2020, in context with the effects of COVID-19 on the world, the health care sector, and our province, we took time to reconfirm our direction and our most important priorities. While we are no longer at the height of the pandemic, the impact COVID-19 has had on the health care sector continues and we strive to find the best way to support our patients during this unique time.

InspireHealth made an extraordinary transition through the early part of fiscal 2020-2021, to move to 100% online programming, accelerating our longer-term plan to digitise our offerings in order to reach more of BC's vulnerable population in regions outside of our three locations.

As we have moved into a new period of time where COVID-19 is still a very real concern, yet many patients are keen to resume in-person appointments, we have begun to implement a hybrid model of programming. In the spring of 2022, we began offering in-person individual sessions in addition to virtual sessions. Our group classes continue to be offered virtually. We will evaluate our delivery model on an on-going basis, ensuring safety is at the forefront, balanced with the needs of our patients.

In the summer of 2022, the board and management team revised InspireHealth's overarching strategic goals and priorities to reflect this unique time. Key metrics were established across a three-year timespan to better represent the rapidly changing health care landscape. This has moved our plan from the realm of an aspirational direction to a solid road map with organizational buy-in

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 patients.

InspireHealth has always been a pioneer and leader in empowering people on the cancer journey to take charge of their wellness. Our three-year strategic plan ensures 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 world events, scientific advances and enabling technologies. In examining the external environment, the InspireHealth planning team identified the following macro trends that affect the operating context for InspireHealth:

- Changes due to the pandemic have required organizations to be nimble and adaptable, offering services in the manner that is best suited for the individual, leading to the emergence of truly hybrid operating models within the healthcare system.
- 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-informed 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-informed 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.

As we strategize about InspireHealth's future in context with these trends, we continue to look beyond our current offerings and define our place in a new community-based, partnership-focused system of whole-person care. We set about to update our strategic plan to enable us to be fill gaps and provide relevant comprehensive supportive cancer care to support patients and the broader cancer care system.

SWOT Analysis

An analysis of Strengths, Weaknesses, Opportunities and Threats was developed in 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-informed, 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 patients 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 facilities; technology systems, security, and useability; 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. It was also noted that the health system is evolving to a people-centered model and InspireHealth is at the leading edge of this movement.

Threats identified included InspireHealth's reliance on a limited number of core funders including the BC Ministry of Health, in context with cost pressures in the health sector overall; competition for fundraising; and potential for the demand for our services exceeding our ability to scale to meet that demand.

Mission, Vision and Values

The planning process board and management Inspiration Planning Day in the spring of 2022 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 patients and reaching for what is possible in the realm of supportive cancer care. We have defined our Mission, Vision, and Values as follows:

Mission:

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

Vision:

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

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

Strategic Goals 2022-2025

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

Goal #1: Reach and Serve Those Affected by Cancer

Goal #2: Offer Timely and Relevant Programs & Services

Goal #3: Enhance our Operational Effectiveness

Goal #4: Demonstrate our Value

Goal #5: Maintain our Financial Sustainability

For each goal, board and staff have created directional strategies and established key metrics for the next three years that will enable us to monitor our progress. The goals and their corresponding three-year metrics are documented on the following pages. We will be refining and adapting our plans annually to ensure we are tracking towards the realisation of our goals.

Goal #1: Reach and Serve those Affected by Cancer

- Continue growth in patients served
- Grow demographics and audiences reached across BC
- Enhance collaboration with key healthcare organizations
- Track & Review clear, measurable data on patients

Goal #2: Offer Timely and Relevant Programs & Services

- Evolve our service delivery model to best meet the future needs of cancer patients
- Actively engage with key partners to fill gaps in patient services
- Evaluate programs and patient engagement ongoingly
- Implement and monitor culturally sensitive, whole-person approach to care

Goal #3: Enhance our Operational Effectiveness

- Apply HR best practices
- Implement digital transformation in key areas
- Leverage partnerships with 2-3 key organizations
- Implement and monitor Enterprise Risk Management plan
- Build network of third-party support (e.g. volunteers, advisors, consultants)

Goal #4: Demonstrate our Value

- Regularly assess patient satisfaction and outcomes
- Share results of patient satisfaction and outcomes with key stakeholders
- Leverage partnerships with 2-3 organizations to increase value in healthcare system
- Reduce inequities in access to supportive care (e.g. geographical, financial, BIPOC)

Goal #5: Maintain our Financial Sustainability

- Increase revenue (e.g. government, foundation and donor, etc.)
- Diversify revenue sources
- Leverage the InspireHealth Foundation
- Build a 6-month cash reserve