





# BACKGROUND

➤ The Hope Air 2023-25 strategic plan responds to the significant and ongoing challenges in the Canadian healthcare system.

Our health care system is facing unprecedented stress and strain. Accelerated by the impact of the COVID-19 pandemic, hospitals and medical clinics are struggling to provide timely access to care. Cancellation and rescheduling of appointments, and long waitlists for medical procedures, are now a common reality.

In the midst of these dynamics, low-income patients are hit the hardest. This includes families and individuals who must travel long-distance for medical care, who are now being asked to travel on shorter notice, often having to arrive at care 1,000 kms or more away. With significant inflation and cost of living increases, low-income Canadians are having an even harder time keeping pace.

These factors are resulting in a rapid increase in demand for Hope Air's services.

Over the next several years, we anticipate significant growth in travel arrangements, as more patients in need seek diagnosis and treatment for illness. To meet this growing demand, we must ensure that our business and funding models keep pace.



**Our commitment is that no patient will be left behind when it comes to accessing vital medical care.**

# MISSION & VISION

## MISSION

To provide Canadians in financial need with free travel, accommodation and related services for medical care far from home.

## VISION

A world in which every Canadian has access to the healthcare they need, despite distance or cost of travel.

# VALUES



## EMPATHY

We work with empathy and respect for all, treating our clients and all stakeholders with kindness, compassion and dignity.



## INTEGRITY

We are committed to honesty, trust and transparency in everything that we do.



## RESPECT

We respect our staff and volunteers and their diverse talents, backgrounds and passion.



## TRANSPARENCY

We are open and honest. We seek to collaborate wherever possible in advancing our mission.



## WELCOMING

We treat our stakeholders with openness, courtesy and cordiality.



# PRINCIPLES



**We believe that effective and timely access to medical care is a fundamental human right.**

Henry (mother, Bristol) Kelowna, BC

- We acknowledge that low-income Canadians, particularly those living in remote and rural communities, face significant financial barriers to travel for medical care, impacting the quality and outcomes of health care delivered
- Inequities exist in our health care system; we work to reduce the impact of these inequities for Canadians in financial need
- We recognize and respect the challenges and resilience of rural and remote communities
- We are inclusive of all people and cultures
- We acknowledge and value our patients, staff, volunteers, donors and partners

# OUR IMPACT GOALS



Don, Prince George, BC



Zoe, Windsor, ON



Siyam, Golden, BC

## BETTER HEALTH

We will reduce inequity in access to healthcare between rural and urban communities. Our goal is to ensure that Canadians in need can reach medical care, far from home, without incurring the financial burden of significant travel expenses. We do this by facilitating medical travel services for vulnerable families and individuals to get to the health care they need.

## POVERTY REDUCTION

Our programs focus on the large numbers of Canadians living in poverty or low-income households. Our impact is to provide Dignity and Security to people by ensuring the basic need of access to health care is met. Through our work we contribute to lifting thousands of Canadians out of poverty, promoting fuller participation in society and equality of opportunity.

## STRONGER COMMUNITIES

Through our work, we support people in their desire to continue to live in their home communities, despite serious illness. Our programs materially reduce the need of individuals to move to larger urban areas for ongoing medical treatment. By enabling people to continue to live at home, we contribute to economic and social stability for families and communities.

# STRATEGIC PRIORITIES

**IMPACTFUL  
PROGRAMS**

**MISSION  
AWARENESS**

**ENGAGED  
STAKEHOLDERS**

**SUSTAINABLE  
BUSINESS MODEL**

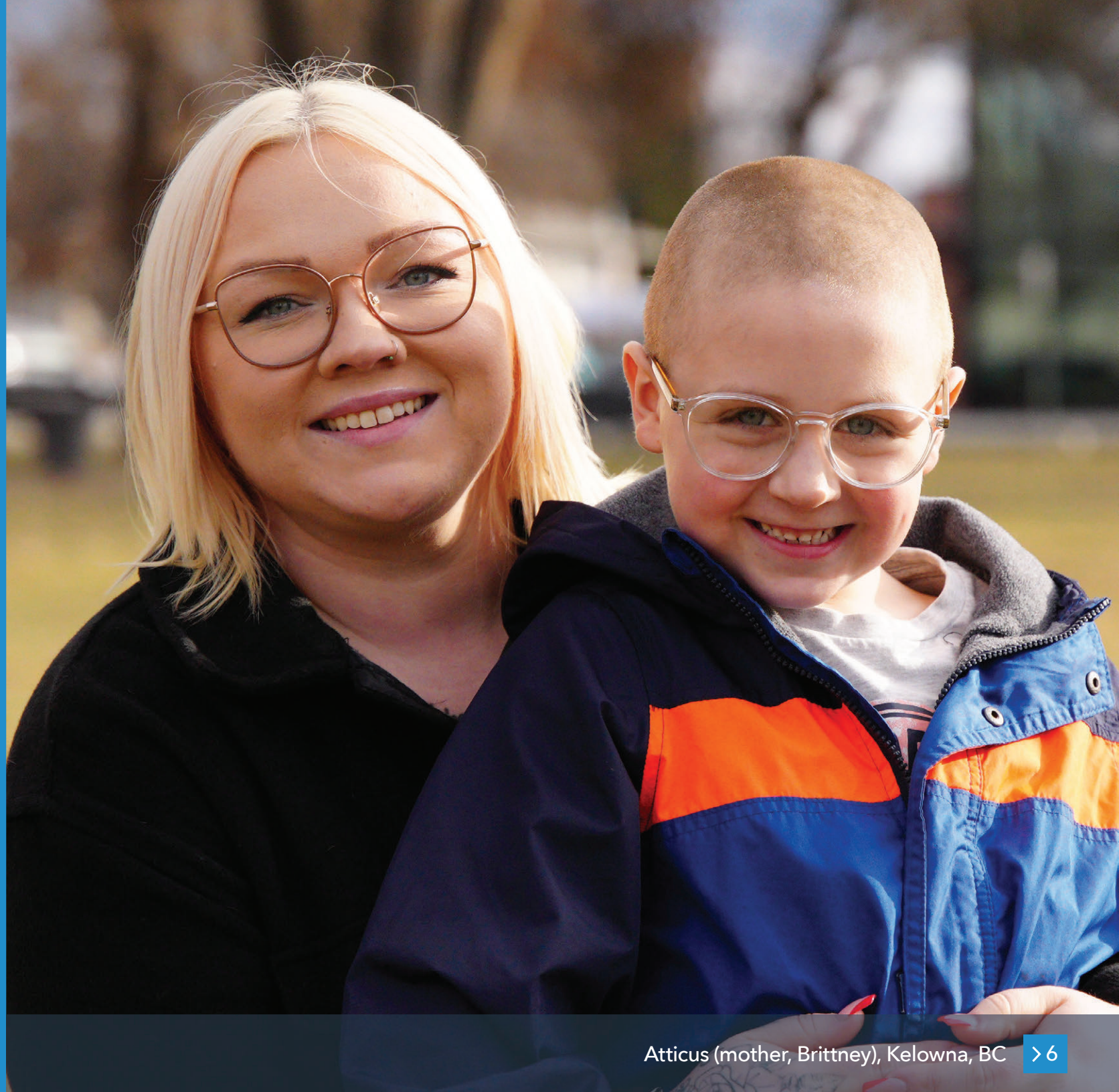
**ORGANIZATIONAL  
EXCELLENCE**



# IMPACTFUL PROGRAMS

## WE WILL:

- **Increase the number of overall travel arrangements to 18,000 per year by 2025**
- Provide effective programs that provide financial relief for medical travel expenses including airline, ground transportation, accommodation, and meals
- Evolve our role and programs, as required, based upon the changing dynamics of the Canadian health care system
- Place the patient experience at the center of our work
- Be compassionate, timely and effective in our engagement with patients and other stakeholders in the health care system





## MISSION AWARENESS

### WE WILL:

- **Develop and deliver strategies to enhance awareness of Hope Air programs across rural and smaller communities across Canada**
- Enhance our collaborative work with local and provincial health care and social service providers including Hospitals, Social Workers, local, regional and provincial governments, etc.
- Develop marketing partnerships with airport authorities, airlines, hotels, and other corporate partners to enhance awareness of the Hope Air service
- Execute local, regional and national events that generate local and regional media exposure and interest



Jay, Rhonda (CAA Club Group) Toronto, ON

## ENGAGED STAKEHOLDERS

### WE WILL:

- **Grow our community of supporters across all relevant communities**
- Develop and execute a comprehensive communications plan aimed at timely, multi-channel awareness building, engagement, knowledge sharing and value-added information for all stakeholder groups
- Implement a comprehensive Corporate & Foundation partnership strategy to deepen engagement with donors and funding partners
- Seek out partnerships with other related charitable or social impact organizations to maximize our impact and reach



Elo (mother, Ivy), Thunder Bay, ON



# SUSTAINABLE BUSINESS MODEL

## WE WILL:

- **Generate \$8.5 million dollars in annual revenue by 2025**
- Grow and diversify our revenue streams to meet the growing demand for our programs and services
- Enhance relationships with governments and agencies to increase funding
- Invest, test and scale, as required, to build our capabilities to increase revenues
- Maintain an appropriate operating reserve to support increased demands for our Programs



Trina, Charlottetown, PEI

# ORGANIZATIONAL EXCELLENCE

## WE WILL:

- **Attract and retain high performing team members committed to living our values**
- Invest in learning and development programs to support staff and enhance knowledge and skills
- Expand our volunteer programs to support our programs including our volunteer pilot program
- Seek opportunities to improve processes and systems to maximize efficiency on an ongoing basis
- Build organizational resiliency to manage the ongoing changes and challenges in the Canadian health care system
- Maintain and enhance risk management practices
- Maximize technology and digital tools to enhance the performance of our client care, marketing and communications and fundraising operations



Hope (mother, Edeana), Gore Bay, ON



# STRATEGY INTO ACTION

## WE WILL:

- Create an annual operating plan that aligns with our strategic goals
- Report publicly on progress towards these goals annually and publish an annual impact report outlining key metrics of performance and impact
- Review our strategic plan on an annual basis to update or modify if required

Tammy, St. John's, NFLD

# MEASURING SUCCESS

## SUCCESSFUL ACHIEVEMENT WILL BE MEASURED ON AN ONGOING BASIS TO INCLUDE:

- Increase the number of overall travel arrangements to **18,000 per year by 2025** in response to growing demand
- **Serve an increasing number of Canadians** in each year from 2023-2025
- Develop a fundraising growth and revenue strategy with the goal of **securing \$8,500,000 in annual revenue by 2025** to support our mission
- Increase the number of supporters across **diverse & sustainable revenue streams**
- Ensure **strong stakeholder relationships**
- **Highly Engaged employees** taking the organization forward



Sylvio, Kingston, ON