



Hope Air Strategic Plan 2026-2029



VISION

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

MISSION

Providing Canadians in financial need with free travel to access medical care far from home.

GUIDING PRINCIPLES

- Canadians living on low incomes, particularly in rural, remote, and underserved communities face significant financial and geographic barriers to accessing medical care, which can compromise health outcomes or prevent care altogether.
- Reducing these inequities is essential, and Hope Air is committed to supporting people to reach the medical care they need, regardless of where they live or their financial situation.



VALUES

Empathy

We approach every interaction with kindness, compassion, and dignity, ensuring that patients, staff, volunteers, donors, and partners feel heard, valued and supported.

Integrity

We act with honesty, trust, and ethical responsibility, staying true to our commitments in every decision and action.

Respect

We honour the diverse talents and experiences of our staff and partners, and we recognize the unique challenges and value the resilience of patients living in rural, remote, and underserved communities.

Transparency

We communicate openly and clearly, sharing information and decisions wherever possible to build trust and enable collaboration.

Welcoming

We create a warm and courteous environment where everyone feels comfortable and appreciated.

Inclusivity

We welcome and celebrate all people and cultures regardless of background, identity or circumstances.





IMPACT GOALS



Equitable Access

We work to remove financial and geographic barriers that prevent Canadians from accessing necessary healthcare. We promote equity, universality, and dignity so that everyone, regardless of income or location, can receive the medical care they require. Through our work, we reduce the financial strain of travel on Canadians living on low incomes, promoting fuller participation in society and equality of opportunity.



Better Health

Our goal is to support Canadians in financial need with services that facilitate access to medical care far from home by reducing out-of-pocket travel expenses. By supporting travel to care, patients are better able to access appropriate diagnosis and treatment, contributing to improved health outcomes for the people we serve.



Stronger Communities

We support people to continue to live in their home communities despite serious illness. By reducing the need to relocate to larger urban centres for treatment and by helping people avoid long - sometimes dangerous - drives, we contribute to economic and social stability for individuals, families, and communities.

STRATEGIC PRIORITIES

Impactful Programs

Engaged Stakeholders

Sustainable Business Model

Organizational Excellence





Impactful Programs

- **Centre the patient experience** in all aspects of program design and delivery, ensuring that services are timely, inclusive, respectful, and responsive to the realities of rural, remote, and under-served communities.
- **Deliver compassionate support** by providing free flights as our core service, and offering additional assistance with ground transportation, accommodation, and meals where possible.
- **Adapt to evolving healthcare dynamics** by continuously refining our programs in response to changes in provincial coverage, healthcare delivery models, and patient needs.
- **Champion health equity** by reducing financial and geographic barriers to care, and advocating for consistent and reasonable medical travel support across all provinces and territories.
- **Measure and communicate impact** through meaningful KPIs that reflect program reach and outcomes, supporting transparency and accountability to patients, donors, and partners.



Engaged Stakeholders

- **Reinforce Hope Air's trusted role** through consistent, authentic storytelling and proactive stakeholder engagement.
- **Leverage strategic partnerships and opportunities** with volunteers, airlines, airport authorities, healthcare institutions, and other social impact organizations to expand reach, impact, and funding opportunities.
- **Maintain ongoing, transparent communication** with internal and external stakeholders, using timely, inclusive, clear, and compassionate messaging.



Sustainable Business Model

- **Align program offerings and expenses with projected revenue**, to help ensure financial sustainability.
- **Seek operational and programmatic efficiencies** across the organization to maximize impact within existing resources.
- **Strengthen and diversify revenue strategies** through government, individual giving, corporate partnerships, foundations, planned giving, events, and innovative approaches to build resilience.
- **Enhance relationships with governments and agencies** to advocate for increased and ongoing funding for medical travel across jurisdictions.
- **Maintain an appropriate operating reserve** to ensure stability and flexibility in responding to increased demand.



Organizational Excellence

- **Continue to attract, retain, and support high-performing team members** who are committed to living Hope Air's values and mission.
- **Invest in staff development** to build knowledge, skills, and leadership capacity across the organization – including in the effective use of emerging technologies – to strengthen operational performance and long-term sustainability.
- **Use data and technology to improve efficiency and responsiveness**, enhance program delivery, streamline communications, and ensure that our services remain responsive to evolving needs and expectations.
- **Continuously improve systems and processes** to support operational agility, effectiveness, and compassion in service delivery.
- **Leverage digital tools** to elevate client care, marketing, communications, and fundraising outcomes.
- **Maintain robust risk management practices** to safeguard Hope Air's mission and operations.

KEY PERFORMANCE INDICATORS

Hope Air tracks progress using key performance indicators (KPIs) aligned to each of our strategic priorities. We establish targets annually based on the approved budget and organizational capacity, and performance is reviewed quarterly. We publish an Annual Impact Report, summarizing targets and results.

Hope Air's KPIs may include, but are not limited to:

Impactful Programs

- Number of patients and caregivers whose medical travel was supported by Hope Air.
- Number of flights provided.
- Number of ancillary services provided (e.g. airport ground transportation, hotel nights, meals).
- Patient satisfaction with Hope Air's services.

Engaged Stakeholders

- Active strategic partnerships, (e.g. airlines, airports, healthcare organizations).
- Active volunteers (including volunteer pilots) and volunteer retention.
- Provincial government advocacy and partnerships.
- Donor retention.

Organizational Excellence

- High-performing team (e.g. staff development, employee engagement).
- Technology to enhance workflows and operations.
- Operational and cost efficiencies (e.g. travel request-to-approval and booking time).

Sustainable Business Model

- Total funding including government and private sector funding and value in kind.
- Percentage of expenses allocated annually to mission and program.
- Required operating reserves.

