



# Strategic Plan

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2030



# Strategic Themes

**Vision**

To become the foremost organization in improving the ability of cancer patients and families to cope with cancer through life changing experiences.

**Mission**

For Pete's Sake enables cancer patients and their loved ones to strengthen, deepen and unify their relationships by creating unforgettable and lasting respite vacations.

**Strategic Imperative**

**MISSION ADVANCEMENT**

**Strategic Themes**

MISSION EXPANSION	MISSION BRAND	FINANCIAL STEWARDSHIP	OPERATIONAL EXCELLENCE	PROGRAM EXCELLENCE
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**Description**

Advance the mission of FPS for all stakeholders to successfully serve patients and their loved ones within the FPS footprint.	FPS will be a valued, well-respected and well-known resource for all stakeholders with a positive, recognizable brand within the FPS footprint both in the cancer community and general public.	FPS will effectively execute its mission for an increased number of families by ensuring both annual operating revenue stability and long term financial sustainability.	FPS will maintain an operating structure that continues to secure and retain top talent with a focus on continued best practices, training and mentoring for employees and volunteers.	FPS will be the lead nonprofit in the delivery of respite services to cancer patients between the ages of 24-55 within the FPS footprint.
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# 1.0 Mission Expansion

## Theme:

Advance the mission of FPS for all stakeholders to successfully serve all those within the FPS geographic footprint.

### Strategy 1.1 Expansion Model

By December 2019, FPS will articulate a solid nonprofit expansion model and will formally establish professionally staffed advancement offices in the New York region by the end of 2020, Maryland/DC region by 2021, the Boston region by 2022 and the Pittsburgh region by 2023.

### Strategy 1.2 Capital Infrastructure

By 2023, FPS will have a sustainable respite capital infrastructure which will support an expanded service area and increased patient capacity in a suitable destination(s) that best promotes significant program outcomes.

### Strategy 1.3 Respite Resource

By 2025, FPS will be the premiere respite resource for 80% of oncology health care professionals and their patients in the Northeast corridor and will be a component of a patient's continuum of care.

### Strategy 1.4 National Footprint

By December 2019 FPS will be able to articulate an expansion model that incorporates a national scope should requisite funding become available.



## 2.0 Mission Brand

### Theme:

FPS will be a valued, well respected and well known resource for all stakeholders with a positive, recognizable brand within the FPS geographic footprint.

### Strategy 2.1 Core Values

By 2019, FPS will develop and disseminate Core Values which reflect the organizations fundamental beliefs and drive future behavior in all matters.

### Strategy 2.2 Oncology Professionals

By 2021, FPS will develop Brand Awareness among **Oncology Health Care Professionals** as a necessary part of the patient's continuum of care with emphasis on defined patient, caregiver and family outcomes.

### Strategy 2.3 FPS Community

By 2022, FPS will develop Brand Awareness within the **FPS Community** to promote volunteerism, advocacy, in-kind and monetary contributions and community engagement.

### Strategy 2.4 General Public

By 2025, FPS will develop Brand Awareness within the **General Public** to promote volunteerism, advocacy, in-kind and monetary contributions and community engagement.



# 3.0 Financial Stewardship

## Theme:

FPS will effectively execute its mission for an increased number of families by ensuring both annual operating revenue stability and long term financial sustainability.

### Strategy 3.1 Fiscal Model

By December 2019, FPS will develop a model that supports the current and anticipated expansion needs, accounting for organic and strategic growth, with the fundamental fiscal requirements necessary to support expansion with emphasis on program, capital and personnel costs.

### Strategy 3.2 Sustainable Sources

By 2025, FPS will have 25% of its program operating costs from sustainable sources, including endowment, third party payments, planned giving, cause marketing and other sustainable opportunities.

### Strategy 3.3 Third Party Support

By June 2020, FPS will have the requisite criteria needed in an operating model in which a respite, or a portion thereof, is eligible for reimbursement from 3<sup>rd</sup> parties including health insurance, Medicare and self-insured entities.

### Strategy 3.4 Diversified Revenue Sources

By 2025, FPS will have a diversified fundraising portfolio that incorporates all potential advancement resources required for financial stability.



# 4.0 Operational Excellence

## Theme:

FPS will be a best practices nonprofit that utilizes all external and internal resources to effect the most efficient and effective delivery of its mission.

### Strategy 4.1 Stakeholder Partnership

FPS will be a transparent partner for all stakeholders to ensure stewardship, integrity and trust in its daily operations and mission delivery.

### Strategy 4.2 Operational Efficiency

By 2021, FPS will define an organizational structure with detailed role descriptions and responsibilities that encompasses the organization's change in scale, development, discipline and increased technology integration.

### Strategy 4.3 Valued Personnel

FPS will continue to strive for a committed and passionate workforce by valuing all employees and volunteers, providing access to training and allowing opportunities for personal growth and professional development.

### Strategy 4.4 Board Advancements

By 2022, FPS leadership at the Board, Regional Advisory Board and Operating Committee levels will have the most advantageous composition necessary to advance fiscal stability and sustainability efforts to advance the mission.



# 5.0 Program Excellence

## Theme:

FPS will be the leader in the delivery of respite services to cancer patients between the ages of 24-55 within the FPS geographic footprint.

### Strategy 5.1 Respite Experience

FPS will define, execute and evaluate the respite experience to include varying respite forms so that FPS can meet the patient/caregiver/family needs at the time of nomination as defined by expected outcomes.

### Strategy 5.2 Post-Respite Outcomes

FPS will maintain existing quality outcomes (greater than 3.75 composite) for post-respite evaluation with an 80% return rate from both oncologist professionals and patients, caregivers and their children.

### Strategy 5.3 Continued Respite Outreach

FPS will continue to explore effective continuum of care services for families returning home from respite travel to foster an increasingly engaged community.

### Strategy 5.4 Stakeholder Collaboration

FPS will continually align the needs and expectations of FPS program stakeholders with the necessary resources available to support the growing number of respites and the desired outcomes.