



# BEYOND THE HORIZON

Shaping the Future for Better Lung Health

2026-2028



# A New Direction

At the Lung Health Foundation, we take a whole-system approach to improving lung health by supporting individuals with lung disease, the providers who care for them, and the health systems they rely on. As Canada's largest lung health charity, we lead with evidence, compassion, and commitment to better breathing for all.

Rooted in more than a century of impact through the former Ontario Lung Association, we expanded to a national mandate in 2020 because the gaps in care, support, prevention, and awareness were too large – and too consequential – to ignore. From coast to coast to coast, Canadians told us they were struggling to access the right information, the right treatment, and the right support at the right time. We stepped up to change that.

Every day, we work for the 4.6 million Canadians living with asthma, the 2 million affected by COPD, and the families facing a disease that costs the healthcare system more than \$1.5 billion annually. We stand with the thousands navigating lung cancer – the leading cause of cancer death in Canada, responsible for nearly 1 in 4 cancer-related deaths, and we fight to protect the next generation as 3.6 million Canadians continue to smoke.

This is the scale of the challenge.  
And it's why bold action is needed now.



Jessica Buckley  
President & CEO  
Lung Health Foundation



Donna Cansfield  
Board Chair  
Lung Health Foundation

## Our New Strategic Direction (2026–2028)

Our previous plan focused on individual diseases – important, necessary work that built strong foundations. But the landscape of lung health has evolved, and so must we. Our 2026–2028 Strategic Plan marks a decisive shift toward a system-wide, integrated approach that recognizes the complexity of lung health and the urgency of improving outcomes across the full continuum of care.

### Our Mission, Amplified

- ✓ We deliver trusted, evidence-informed programs.
- ✓ We fund innovative, life-changing research.
- ✓ We advocate for policies that protect and prioritize lung health.
- ✓ We amplify the voices of Canadians to create a stronger, more equitable system.
- ✓ And we collaborate, nationally and globally, because no one should face lung disease alone.

The need is growing. The stakes are high. But so is our commitment. We are moving forward with a bold, integrated, nation-shaping strategy because every Canadian deserves the chance to breathe easy.

We are the Lung Health Foundation.  
And we're here for all Canadians.

# Mission

**Championing advocacy, research, innovation, and education to promote lung health and transform care across Canada.**

# Vision

**A world free of lung disease, where healthy lungs lead to healthier lives.**

# Our Strategic Priorities

## 01 / Use Data and Research to Strengthen Capacity

To create meaningful impact in lung health, our work is grounded in high-quality data, rigorous research, and evidence-based decision-making. By integrating research and evidence into programs, advocacy, and funding decisions, we strengthen knowledge, promote transparency, and ensure our efforts address health inequities and the needs of underserved populations.

### OBJECTIVES

- Design and implement robust data collection and reporting systems aligned with best practices in health research and evaluation.
- Continue investing in high-quality research and knowledge generation to build internal and sector-wide capacity.
- Integrate data and research evidence into program design, quality improvement processes, advocacy priorities, and funding decisions to maximize impact.
- Publish performance dashboards, evaluation summaries, and impact reports to demonstrate outcomes and foster trust among stakeholders.
- Build strategic partnerships with academic institutions, research institutions and health system leaders to strengthen research and knowledge translation.
- Ensure that data collection, analysis, and research approaches are designed to identify and address health inequities, including the needs of underserved and marginalized populations.

### Why this matters

By grounding our work in data and research, we can better understand the lived experiences and stories of the people we serve. This ensures that the programs, policies, and resources we create truly improve their care, support, and quality of life.



## 02 / Amplify Advocacy for a Stronger Lung Health System

Our advocacy efforts are grounded in a commitment to evidence, equity, and impact. By leveraging data, research, and lived experience, we work to strengthen the lung health system and ensure that the voices and needs of all communities, particularly those most affected by lung disease, are heard and addressed.

### OBJECTIVES

Use lung health data to identify gaps, inform priorities, guide internal decision-making and inform advocacy priorities.

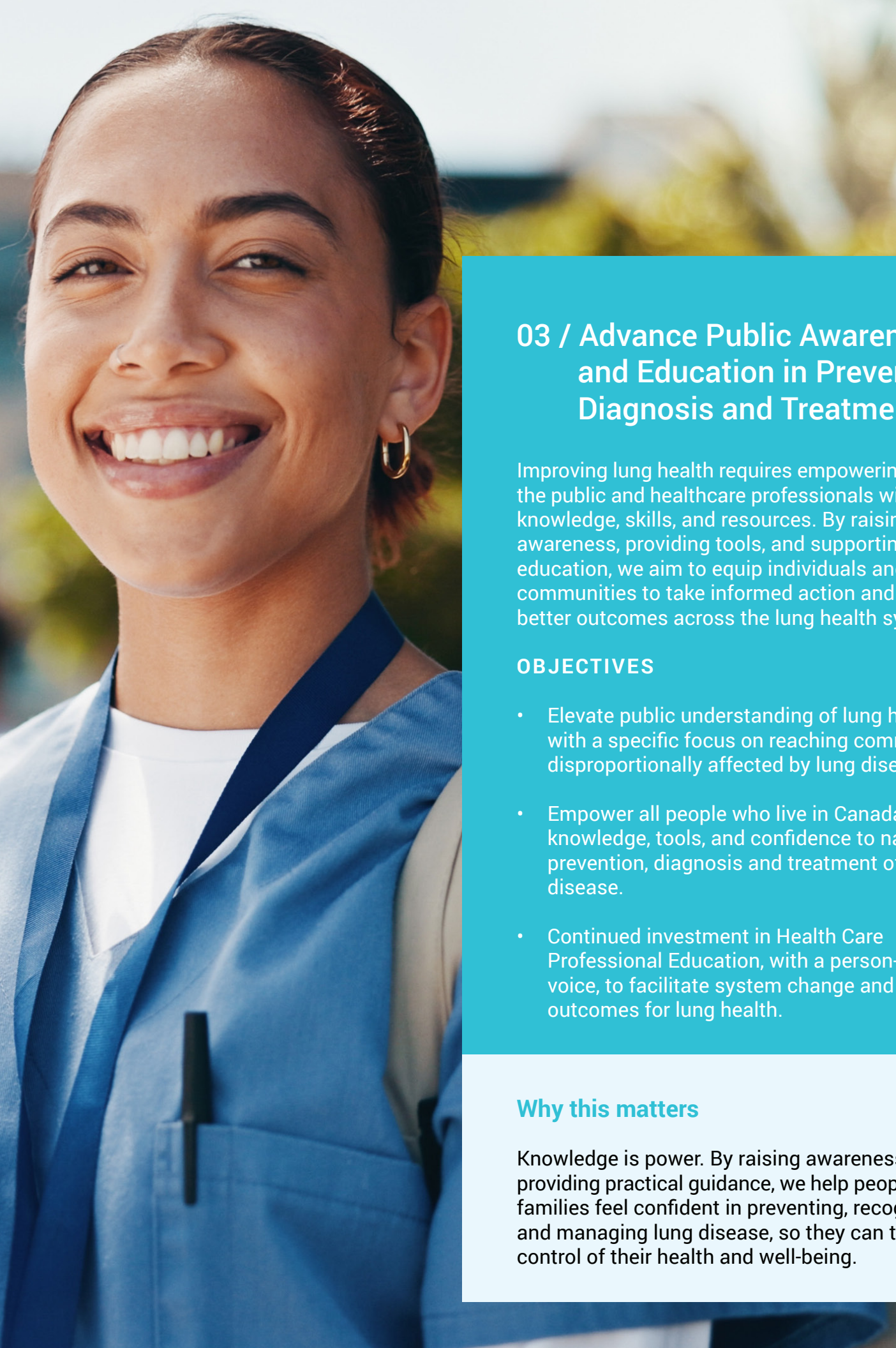
Advocate for system-level improvements across prevention, early detection, treatment, and access – especially for communities disproportionately affected by lung disease, grounding all decisions in data and research.

Embed lived experience in all aspects of policy, programming, advocacy, and system change.

### Why this matters

By joining along with like-minded organizations, championing system-level improvements and listening to lived experiences, we help build a lung health system that is fair, accessible, and truly responsive to the people who need it most.





### 03 / Advance Public Awareness and Education in Prevention, Diagnosis and Treatment

Improving lung health requires empowering both the public and healthcare professionals with knowledge, skills, and resources. By raising awareness, providing tools, and supporting education, we aim to equip individuals and communities to take informed action and create better outcomes across the lung health system.

#### OBJECTIVES

- Elevate public understanding of lung health with a specific focus on reaching communities disproportionately affected by lung disease.
- Empower all people who live in Canada with knowledge, tools, and confidence to navigate prevention, diagnosis and treatment of lung disease.
- Continued investment in Health Care Professional Education, with a person-centred voice, to facilitate system change and better outcomes for lung health.

#### Why this matters

Knowledge is power. By raising awareness and providing practical guidance, we help people and families feel confident in preventing, recognizing, and managing lung disease, so they can take control of their health and well-being.

### 04 / Enhance Programs to Maximize Impact

To maximize impact and address critical gaps in lung health, our programs are guided by evidence, research, and best practices. By designing, evaluating, and scaling initiatives thoughtfully, we ensure that programs are effective, adaptable, and responsive to the needs of all communities, including those disproportionately affected by lung disease.

#### OBJECTIVES

- Design, refine, and scale programs grounded in the best available evidence to address critical gaps in lung health prevention, diagnosis, care, and support.
- Establish frameworks and tools to ensure consistent program quality and to measure effectiveness and emerging evidence.
- Translate research findings and data insights into practical, scalable program models that can be adopted across diverse communities to help address the unique needs of populations disproportionately affected by lung disease.

#### Why this matters

Our programs turn research into real-life support and care. By addressing critical gaps and reaching those most affected, we ensure people with lung disease have access to the services and interventions that make a meaningful difference in their lives.



# Enabling Priorities

To achieve our Strategic Priorities and create lasting impact for people affected by lung disease, we are guided by a set of enabling priorities that are essential to our mission. These priorities ensure that our work is meaningful, well-supported, and sustainable, helping us collaborate effectively, make informed decisions, and demonstrate the value of our efforts to partners, supporters, and the communities we serve.



## 01 / Ensure sustainable funding streams

Securing reliable, long-term funding is essential to sustaining and expanding our programs. By diversifying revenue sources and cultivating strong relationships with donors, foundations, and corporate partners, we can maintain stability, invest in innovation, and respond effectively to emerging needs in lung health.



## 02 / Build internal capacities around data analysis

Strong data capabilities allow us to understand trends, identify gaps, and make evidence-based decisions. By strengthening our internal expertise and systems for collecting, analyzing, and interpreting data, we can improve program design, track outcomes, and communicate our impact more effectively to stakeholders.



## 03 / Continued development of an impact framework to measure and communicate effectively

A clear, robust impact framework ensures that our work is not only effective but also visible. By refining our tools and methods for measuring results, we can transparently demonstrate our achievements, share lessons learned, and inspire confidence and engagement among partners, supporters, and the broader community.



## 04 / Deepen partnerships with healthcare professionals, researchers, government, corporate partners, individual donors, foundations, like-minded organizations, and lung health advocates

Collaboration multiplies our impact. By fostering stronger connections across the full spectrum of lung health stakeholders, we can align resources, share expertise, advocate for meaningful policies, and expand our reach to better serve patients and communities.



## Katie's Story

In early 2021, Katie Hulan was given six months to live due to Stage 4 lung cancer.

Thanks to life-saving research and precision treatments, the 33-year-old non-smoker from British Columbia is now living a quality life years beyond that prognosis. Katie is an ambassador for the Lung Health Foundation, advocating for lung cancer awareness, education, and research. She represents a new generation benefiting from advanced treatments. "This is not a one-regimen-fits-all illness," Katie notes.

Despite her initial diagnosis, Katie remains positive and hopes for increased research funding to make advanced therapies accessible. Katie advises newly diagnosed patients to seek biomarker testing for targeted therapies, which have shown remarkable success. Her journey underscores the urgent need for continued investment in lung cancer research and treatment innovations.





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**There is always  
hope for more  
time if we invest  
in research.  
It's the reason  
why I'm still here.”**

- Katie Hulan



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Ontario Lung Association is a registered charity  
operating as the Lung Health Foundation.



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