



World
Patients
Alliance

STRATEGIC PLAN

2026-2030



Advancing Global Action for
Patient Leadership and Empowerment

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Introduction to the World Patients Alliance (WPA)

The World Patients Alliance (WPA) is the largest global umbrella patient organization, advocating for patients across all disease areas. WPA is committed to elevating the patient voice, fostering collaboration between stakeholders and health systems worldwide. WPA aims to create a more equitable healthcare environment that prioritizes patient-centered care. Through education, policy advocacy, and partnerships, WPA works to elevate the voice of patients in healthcare decision making processes, ensuring they receive the care, respect, and support they deserve.

Our Vision

Our vision is that all patients will have access to safe, high quality and affordable healthcare everywhere in the world.

Our Mission

Our mission is to be the global voice of patients working toward patient empowerment & engagement, improved access to safe, innovative treatment and patient-centered healthcare throughout the world.

Our Principles

1. **Access to healthcare:** Every patient should have access to healthcare that includes timely, effective, affordable, optimal, and innovative treatments for their condition.
2. **Patient-centered healthcare:** Patients and healthcare providers must work in partnership to ensure the patient's individual specific health needs and desired health outcomes are the focus for all healthcare decisions taking into consideration physical, emotional, psycho-social, and economic aspects.
3. **Financial hardship:** Patients should have health coverage options that provide them with healthcare while protecting them from financial hardship.
4. **Empowered patients:** Patients should be supported and empowered to express their needs, concerns, and preferences and provided with the opportunity to have a voice in the decision making of their treatments.
5. **Patient safety and quality:** Patients should be provided with treatments that are safe, high quality, evidence based and appropriately monitored.
6. **Patient education and information:** Stakeholders should ensure patients are educated in understandable and accessible ways about their condition(s) and treatment options. They should be provided with information that is simple, relevant and comprehensive.
7. **Partnership and collaboration:** Patients should partner and collaborate with healthcare providers, policymakers, and other stakeholders to co-design, implement, and evaluate healthcare policies and services, ensuring the provision and access to safe, high-quality, and affordable healthcare.

8. **Patient engagement:** Patients should be supported and engaged at all levels of care, including participation in their own treatment decisions and in shaping health systems ensuring that their voices directly influence priorities, policies, and practices.
9. **No discrimination:** Patients seeking care must not be discriminated against on the basis of age, gender, sexual orientation, religion, ethnicity, income, health status, education, geographic location, legal status or other similar factors.

Our Values

1. **Respect:** Treating all patients with dignity and ensuring their rights are safeguarded at every level of healthcare.
 2. **Integrity:** Promoting transparency, honesty, and ethical behavior in all relationships, both internally within WPA and externally with stakeholders, fostering trust in our work.
 3. **Inclusiveness:** Ensuring all stakeholders, especially marginalized and underserved patient groups, are represented and heard, while recognizing the diversity within the global patient community.
 4. **Accountability:** Holding ourselves accountable to our members and stakeholders by being transparent and committed to excellence in all our operations, while managing resources responsibly.
 5. **Collaboration:** Establishing strategic partnerships across sectors to advance patient advocacy, influence policy changes, and expand healthcare access, ensuring lasting, positive impact for patients globally.
 6. **Equity:** Promoting fairness in healthcare delivery by ensuring equitable access to services for all patients, regardless of their geographic, social, gender, economic, or cultural background.
 7. **Solidarity:** Promoting unity and mutual support among patient organizations and individuals, strengthening the collective voice of patients worldwide.
 8. **Patient-Centeredness:** Prioritizing the needs, preferences, and well-being of patients in all healthcare systems and policies, ensuring they are at the center of the decision-making processes.
 9. **Transparency:** Ensuring all organizational activities are conducted openly and clearly, with accountability for all decisions.
 10. **Accessibility:** Ensuring that WPA's work is accessible to all its members and partners, overcoming barriers to participation and providing resources that are inclusive and easy to engage with.
 11. **Independence:** Operating as an independent, patient-led organization free from external influences, ensuring that our strategic direction is set by our members and driven by the needs of patients.
 12. **Diversity:** Recognizing and representing the diversity of WPA's membership, ensuring all patient voices are heard, regardless of cultural, linguistic, or economic differences.
- These values align WPA's vision & mission with its broader objectives and principles of ensuring that patient advocacy, empowerment and healthcare access remain central to its global initiatives.

Strategic Plan 2026-2030

We are pleased to unveil our five-year strategic plan for the period 2026-2030. This strategic roadmap is designed to serve as a dynamic framework for advancing patient engagement and ensuring that patients are at the heart of all decisions that influence their health and quality of life. We firmly believe that genuine patient engagement in healthcare decision-making is the cornerstone of designing systems that not only meet the immediate needs of patients but also promote their long-term wellbeing. By empowering patients to participate actively in shaping the healthcare systems that serve them, we can create more effective, compassionate, and patient-centered approaches to care.

The WPA Strategic Plan outlines the framework and goals for achieving its mission and vision over the next five years. This plan focuses on three primary areas:

1. **Patient Empowerment and Education:** Enhancing patient knowledge and providing resources that enable patients to be fully engaged in their care and to make informed decisions about their healthcare.
2. **Advocacy and Policy Change:** Influencing international, national, and local health policies to ensure patient rights and needs are prioritized, by mobilizing patient voices and evidence in collaboration with key stakeholders.
3. **Global Collaboration:** Building and strengthening networks and partnerships among patient organizations, healthcare professionals, and advocacy groups worldwide to create a unified global voice for patients.

WPA is uniquely positioned to lead this initiative at a global level, leveraging its broad international reach and deep understanding of diverse healthcare environments. Our approach is inclusive and equitable, aiming to ensure that all regions of the world are represented and that local challenges and opportunities are addressed through tailored strategies. Whether in high income or limited resource settings, WPA is committed to fostering an environment where patient voices are heard and respected in every aspect of healthcare delivery.

This strategic plan provides a clear framework that guides WPA's policy work and supports the development of actionable initiatives on a wide range of critical healthcare issues. It articulates our vision for patient-centered healthcare and sets forth a comprehensive approach to uniting patient representatives from around the world to work together on shared agendas. This approach will enhance collaboration and foster global solidarity to address the most pressing healthcare challenges of our time.

Additionally, this strategy will guide WPA in supporting patient organizations as they raise their voices on the issues that matter most to them. From healthcare access and affordability to safety and innovation, we will work with patient advocates and stakeholders across the world to ensure that policies reflect the needs and perspectives of those directly affected. By providing resources, training, and platforms for patient advocates to connect and engage, WPA aims to amplify their voices, elevate their impact, and drive meaningful policy change.

Through this comprehensive strategic plan, WPA is committed to advancing patient-centered healthcare globally and ensuring that every patient, everywhere, has the opportunity to influence the decisions that shape their care. This strategic plan serves as a roadmap to guide WPA's ongoing efforts to improve healthcare systems globally and ensure that patients are at the center of health-care conversations.

Strategic Objectives

1. Membership Development

The WPA is a member-driven organization with various membership levels for patient organizations and other stakeholders. Our members play a key role in helping us influence global health-care policies while collaborating, partnering, and networking with like-minded organizations. Membership to the WPA is free and is not limited by disease, condition, organizational size, or geographic location.

Goal: Increase WPA membership, actively engage members in WPA activities, and build the capacity of member organizations.

Key Areas and Activities

A. Member Engagement

- Regularly survey members, including an annual membership survey, to evaluate their needs, concerns, and expectations, and use the results to inform WPA's programming, capacity building activities, and advocacy priorities.
- Run a membership engagement cadence with current and prospective members through newsletters, webinars, online community, and outreach to support their work, identify needs, share networking opportunities, and mobilize participation.
- Encourage members to actively participate in advocacy and policy initiatives, strengthening their skills and deepening their commitment to WPA's goals.
- Offer financial support to members, where feasible, to foster grassroots initiatives and innovative projects such as World Patient Safety Day campaign that align with WPA's mission.

- Engage members at all four WPA world regions each year to address localized issues and develop specific strategies and solutions.

B. Capacity Building

- Develop and deliver at least ten-member capacity-building events annually including webinars, training sessions and regional meetings.
- Share best practices and experiences across regions.
- Support patient education initiatives through blogs, social media, training, convenings, and newsletters.
- Sustain patient education via blogs, social media, convenings, and newsletters (2 posts/week, regular newsletter; track reach and engagement).

C. Expanding Membership

- Expanding WPA membership by 05% every year in all geographic regions and disease areas.
- Maintain free membership for all members and prospective members.
- Target underrepresented areas to ensure global diversity.

2. Global Voice of Patients

WPA serves as the influential global voice for patients, representing the interests and perspectives of member patient organizations worldwide. As the largest global umbrella organization spanning all disease areas, WPA advocates for patient-centered care, equitable access to health-care, and stronger health systems. Through collaboration with diverse stakeholders, innovative initiatives, and policy advocacy, WPA empowers patients and their communities, ensuring their voices shape healthcare decisions and drive meaningful, lasting change globally.

Goal: Amplify the patient voice worldwide and solidify WPA's position as the global voice of patients.

Key Areas and Activities

A. Communication

- Leverage diverse platforms such as social media, testimonials, blogs, and policy briefs to make patient perspectives visible and prioritized globally, while raising awareness of patient issues and advocating for their rights.
- Promote and share patient stories that show the real impact of health systems on people's lives and demonstrate why change is needed.

- Build recognition and engagement with key healthcare stakeholders by showcasing WPA's impact through participation in at least four global forums, publishing policy briefs, sharing success stories, and initiating joint projects that highlight WPA's leadership across all disease areas each year.
- Develop and share at least two educational videos each year on key patient issues to communicate critical messages, build understanding, and raise awareness through WPA's website, social media, member networks, and health forums.

B. Representation:

- Represent and advocate for patients in a minimum of four major healthcare forums annually, at global, regional, or national levels.
- Educate healthcare stakeholders, member groups, and the broader public on how best to support patients and patient organizations through webinars, training sessions, policy briefs, social media campaigns, and presentations at global and regional health forums.

C. Hosting Events:

- Host and organize key events, including the World Patients Conference and regional meetings biennially respectively, to provide patients with a platform to be heard, learn and network.
- Promote inclusivity by incorporating virtual participation options into WPA events.
- Facilitate collaboration among patient stakeholders through at least two joint sessions, panel discussions or knowledge-sharing events each year.

D. Monitoring and Responding to Healthcare Issues

- Continuously track and analyze patient concerns worldwide, and use the findings to inform WPA's advocacy campaigns, issue public statements, and communicate key developments to healthcare stakeholders.
- Share regular updates with members and partners on emerging patient issues, challenges and opportunities, and provide guidance on how these can be addressed collectively through advocacy or capacity building activities.

3.Relationship Building

Building strong relationships with key healthcare stakeholders is crucial to WPA's growth and success. These connections foster meaningful discussions on healthcare advancements, patient developments, policies, treatment priorities, and patient feedback. Partnerships with healthcare and advocacy stakeholders are essential to advancing the patient voice and ensuring equitable

access to safe, innovative, and patient-centered healthcare globally. WPA is committed to fostering open, transparent, trust based, and equal partnerships, recognizing that effective collaborations are built on mutual respect and shared goals. This partnership driven approach is central to WPA's strategy, ensuring sustainability and expanding its impact during this strategic period.

Goal: Build and maintain official relationships with key healthcare organizations.

Key Areas and Activities

A. Stakeholder Collaboration

- Develop and maintain a database of potential and existing stakeholders to streamline and prioritize partnership opportunities, ensuring alignment with shared goals.
- Expand WPA's network by targeting global and regional healthcare organizations to ensure diverse representation and mutually beneficial partnerships.
- Initiate exploratory calls with at least six stakeholder leaders and organizations each year to identify areas of mutual interest and co-create opportunities for collaboration.
- Engage with governments, health ministries (where feasible), and local patient advocacy groups to promote healthcare access while providing policymakers with authentic patient perspectives to inform their work.
- Foster partnerships with healthcare providers, advocacy groups, policymakers, and industry leaders that advance shared goals by combining WPA's patient voice and advocacy expertise with partners' technical, clinical, and resource support.
- Attend international conferences and regional meetings to showcase WPA's work, learn from partners' innovations and priorities, and build reciprocal knowledge exchange that strengthens collaboration.
- Invite stakeholders to WPA events to discuss innovations, policies, and patient care priorities, while gathering diverse feedback that strengthens both WPA's advocacy and partners' programs.
- Formalize partnerships by clearly defining roles, objectives, and shared responsibilities that create value for all parties.
- Create structured channels for stakeholders to provide ongoing input on WPA initiatives, ensuring inclusivity and responsiveness while offering partners insights into patient needs and priorities.
- Seek opportunities, where feasible, to co-develop advocacy campaigns, research initiatives, and education programs with partners to amplify the patient voice while supporting their policy, programmatic, and innovation goals.
- Strengthen the capacity of healthcare stakeholders and patient organizations through joint training, workshops, and knowledge sharing that benefit both WPA members and partner institutions.

- Highlight joint successes through digital campaigns and case studies to demonstrate the impact of collaboration for patients, WPA and stakeholders alike.

B. Official Relationships

- Maintain close working relationships with the World Health Organization (WHO).
- Seek Non-State Actor status with WHO and pursue Consultative Status with the UN Economic and Social Council (ECOSOC).
- Actively participate in WHO activities, engaging WPA members in events such as World Patient Safety Day to promote WPA's mission as a patient safety champion.
- Maintain membership and contribute to the activities of the WHO Civil Society Commission.
- Strengthen relationships with international organizations, policymakers, and healthcare providers to advance patient centered policies.
- Cultivate relationships with other global health stakeholders and advocacy networks.
- Build partnerships with academic institutions to leverage research, expertise, and innovative approaches to improve patient-centered healthcare, and ensure that patients are active partners in research design, trials, and interpretation, not just observers.
- Regularly engage with partners through structured meetings and joint initiatives to sustain collaboration and partnership development.

4. Program Development

This strategic objective focuses on creating and supporting programs that align with WPA's priorities, ensuring impactful initiatives that strengthen patient advocacy, empowerment, and access to innovative healthcare. By developing targeted programs and fostering partnerships, WPA aims to address key healthcare challenges and improve patient outcomes globally.

Goal: Develop and implement programs aligned with WPA priorities to advance patient advocacy, empowerment, and access to patient-centered healthcare.

Key Areas and Activities

A. Program Design and Implementation

- Establish a dedicated committee to design and oversee programs aligned with WPA's strategic objectives and global priorities.
- Identify priority healthcare areas where patient focused initiatives can address emerging challenges and opportunities.
- Develop advocacy, education, and capacity-building programs that directly respond to the

- needs of patients and member organizations.
- Use WPA annual membership surveys, stakeholder feedback, and global research evidence to design programs grounded in proven methodologies and international best practices.
- Integrate digital tools and innovative technologies into program design and delivery to expand reach and improve accessibility for diverse patient groups.
- Incorporate crisis preparedness and resilience planning to ensure patients are supported during pandemics, natural disasters, conflicts, and climate-related challenges.

B. Partnerships and Collaboration

- Collaborate with international and regional partners to co-develop programs that combine WPA's patient voice with partner expertise, pooling resources and fostering innovation to address common healthcare challenges.
- Ensure patient communities are actively engaged in program design and implementation so their perspectives directly shape priorities and outcomes.

C. Funding and Sustainability

- Integrate funding considerations into program design to ensure resources are identified at the outset and programs are deliverable at scale.
- Embed sustainability into programs by aligning them with WPA's long term advocacy priorities and building member and partner ownership for continuity.
- Showcase program impact through success stories, outcome reports, and digital campaigns to attract new partners and funders.

D. Monitoring, Evaluation, and Learning

- Conduct regular needs assessments to ensure programs remain relevant to evolving patient needs, healthcare trends, and regional priorities.
- Implement monitoring and evaluation frameworks to measure program effectiveness, capture lessons learned, and guide improvements.

5.Regionalization

WPA's membership has expanded rapidly, with strong representation across key global regions. To ensure comprehensive coverage and address local challenges, WPA has organized member organizations into four regions: Africa, Europe, the Americas, and Asia-Pacific. The goal is to build strong, localized patient platforms that increase engagement, amplify regional voices and deliver programs tailored to regional needs.

Goal: Strengthen WPA's regional networks to address localized patient issues and enhance patient centered healthcare globally.

Key Areas and Activities

A. Regional Structures and Governance

- Ensure patient-centered governance by guaranteeing at least two-thirds representation of patients, caregivers, and patient advocates in all WPA leadership and committees.
- Establish and strengthen regional steering committees for Africa, Europe, the Americas, and Asia-Pacific to coordinate local activities and provide regional leadership.
- Define clear roles, responsibilities, and terms of reference for regional committees to ensure accountability and alignment with WPA's global strategy.
- Facilitate regular communication between regional committees and the WPA Secretariat to ensure coordination and knowledge exchange.
- Expand WPA membership within each region to broaden representation, strengthen localized networks, and enhance the organization's global influence and reach.

B. Regional Programs and Advocacy

- Identify and address region specific patient challenges, creating meaningful impact and improving patient support services, while recognizing that priorities may vary across regions.
- Develop tailored regional advocacy platforms to raise awareness of patient priorities in the respective regions.
- Conduct at least one regional activity in each region per year such as webinars, policy dialogues, and awareness campaigns to strengthen patient advocacy and engagement.
- Engage local patient communities in regional decision-making to ensure programs reflect local needs and priorities.
- Increase engagement of regional members by focusing on local issues and developing collaborative solutions that strengthen advocacy and deliver impact.
- Foster regional collaboration by building partnerships with local patient advocacy groups, healthcare providers and policymakers to create more robust patient-centered healthcare systems.

C. Capacity Building and Networking

- Organize regional meetings and programs to facilitate networking, improve understanding of regional issues, and collaboratively develop effective solutions.

- Facilitate peer-to-peer learning by connecting organizations across countries within each region to share best practices and innovative solutions.
- Support emerging patient organizations in underrepresented areas through mentorship, resources, and guidance.

D. Monitoring and Impact Assessment

- Track the effectiveness of regional initiatives through measurable indicators such as membership growth and program reach.
- Adjust regional strategies based on annual reviews, lessons learned, and evolving local needs.

6. Sustainability: Financial and Organizational

Sustainability is at the heart of WPA's mission, ensuring both financial resilience and organizational excellence. Through diversified funding, strategic partnerships, and a strong operational framework, WPA is committed to empowering patients, delivering impactful programs, and achieving its strategic objectives. This dual focus on financial and organizational sustainability enables WPA to adapt, grow, and lead globally in advancing patient-centered healthcare. By embedding sustainability into its core strategy, WPA amplifies the patient voice, drives meaningful change, and secures its role as a global leader in patient advocacy and healthcare innovation.

Goal: Establish sustainable financial and organizational systems to support WPA's growth and mission.

Key Areas and Activities

A. Diversify and Strengthen Financial Resources

- Pursuing a balanced mix of funding sources, including grants, sponsorships, philanthropic partnerships, and alternative revenue models (such as paid training, consulting, or publishing) to minimize reliance on single sources and ensure long-term financial resilience.
- Cultivate long term donor relationships through regular communication and engagement, offering customized sponsorship opportunities that highlight WPA's impact and reflect the shared vision and goals of both WPA and its partners.
- Showcase WPA's impact through compelling success stories, data driven reports, and media campaigns to inspire continued and new donor engagement.
- Ensure donor trust and compliance by maintaining transparency, accountability, and robust systems for tracking and managing contributions.
- Enhance Board and staff skills in resource mobilization and donor engagement to strengthen fundraising efforts and align them with WPA's mission.

- Maintain and regularly update a donor database to support targeted fundraising outreach and strengthen resource mobilization efforts.
- Participate in funder and stakeholder meetings to present WPA's initiatives, network, and showcase the organization's impact and vision.

B. Uphold Governance, Integrity, and Risk Management

- Regularly review and evaluate internal financial practices and systems to uphold accountability and strengthen stakeholder confidence.
- Develop and enforce policies and procedures that promote good governance across WPA operations.
- Ensure integrity by adhering to ethical fundraising and partnership standards.

C. Build Internal Capacity and Organizational Resilience

- Strengthen Board and staff competencies in governance, leadership, and organizational management to ensure WPA's long-term effectiveness and resilience.
- Adopt advanced tools and technologies for financial tracking, reporting, and operational efficiency.
- Incorporate member feedback into WPA's organizational priorities to remain responsive to evolving needs.

Evaluation and Monitoring

- Implement a systematic review process to assess progress on strategic objectives and related key areas and activities.
- Utilize a combination of qualitative feedback and quantitative metrics to evaluate the effectiveness of initiatives.
- Evaluation and monitoring will be done internally by the WPA office, helping to track progress and identify strategies to stay aligned with WPA's goals while adapting to new needs.
- WPA Audit Committee will meet regularly to review policies and procedures, ensuring they consistently promote good governance.
- The WPA Board of Directors will regularly review the evaluation findings and ensure that timely action is taken on the recommendations.

Conclusion

The WPA Strategic Plan 2026–2030 provides a clear roadmap for advancing patient advocacy and ensuring that patients remain at the center of healthcare globally. Over the next five years, WPA will focus on six strategic objectives that together form the foundation of its work: expanding and engaging membership, amplifying the global patient voice, ensuring financial and organizational sustainability, building strong relationships with healthcare stakeholders, developing impactful programs, and strengthening regional networks.

By pursuing these objectives in an integrated way, WPA will not only expand its global influence but also deliver meaningful results for patients at every level, from individual empowerment to global policy change. Membership development will strengthen WPA's grassroots base, while a stronger global voice will ensure patients are represented at the highest decision-making platforms. Financial sustainability and organizational resilience will safeguard WPA's future, while relationship building will foster partnerships that bring mutual value to patients and stakeholders. Program development will turn priorities into action, and regionalization will ensure that solutions are tailored to the unique needs of local contexts.

Looking ahead, WPA will continue to measure progress, adapt to emerging challenges, and share lessons learned to strengthen collective impact. The plan emphasizes collaboration, inclusivity, and accountability as the foundation for success. With the active engagement of its members, partners, and stakeholders, WPA is positioned to drive transformative changes in healthcare systems and policies worldwide.

Together, we can create a future where every patient, everywhere, has the opportunity to shape their healthcare journey and achieve better health outcomes.



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