



BREAST CANCER NETWORK AUSTRALIA

STRATEGY 2025-2030

Breast
Cancer
Network
Australia



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A MESSAGE FROM OUR CEO

Breast cancer doesn't just affect one part of a person, and it doesn't stop at diagnosis. It takes hold of lives and reshapes them - physically, emotionally, socially, and financially.

Every day in Australia, around 56 people are diagnosed. Every day, around nine lives are lost. Behind those numbers are real people - mothers, sisters, partners, friends, and the people who love them. At Breast Cancer Network Australia, we are here to stand beside them - from the moment of diagnosis, through treatment, recovery, recurrence, and whatever comes next. We don't just advocate for better treatment. We advocate for better lives.

That means confronting the full experience - the fear, the waiting, the side effects that linger, the costs that pile up, and the mental load that's too often carried in silence. It means pushing for a system that doesn't just increase survival but truly cares and improves quality of life.

For over 25 years, we've fought to make sure lived experience isn't an afterthought - it's the blueprint. And while we're proud of what we've achieved, we must go further and continue to challenge the system.

About this strategy

This five-year strategy marks a new chapter, one shaped by the voices of those who've lived it. It's a roadmap to ensure our support is stronger, our advocacy louder, our reach wider, and our impact deeper.

We will continue to lead the national conversation, push for better care, and be the first-place people turn to when breast cancer hits home.

But we can't do it alone. This work takes all of us - the individuals, the families, the fundraisers, the health professionals, the policymakers and our partners. If breast cancer is still showing up in our homes, our workplaces, and our communities - then so must we.

The time is now

We will not stop until everyone affected by breast cancer receives the care, support, and respect they deserve. Join me as we unite and proudly embark on this next journey. Because breast cancer is not done yet. And neither are we.

— Kirsten Pilatti



HOW IT ALL STARTED

What began in 1998 as a bold idea from one woman has grown into a powerful movement. Lyn Swinburne's vision was simple: we must treat the person, not the tumor.

From 300 determined women sharing information in living rooms, to a network of over 250,000 people with lived experience influencing policy in Parliament House, we've changed the way Australia talks about breast cancer, how it's understood, and how people are supported through it.

We've pushed for better care, amplified the voices of those with lived experience, and made sure that humanity stays at the centre of the health system.

We are no longer just a voice in the conversation - we are a voice that shapes it. And as this strategy shows, we're just getting started.



WE'VE COME A LONG WAY TOGETHER



01.

We're well positioned to become nationally known as the first stop for trusted information and support as we already are for so many.

- 13,500+ Helpline calls and emails annually
- 529,000+ annual website visits for trusted, accessible info
- 15,893 My Care Kits delivered each year - 75% of newly diagnosed women supported
- A refreshed My Journey platform and thriving Online Network creating personalised, real-time support

02.

We are the largest consumer-led organisation in the sector and will continue to grow.

- 250,000+ strong consumer network - the largest in the country
- Our advocacy shapes government policy, secures PBS listings, and drives investment in access and equity
- Our Seat at the Table program is 'gold standard' with new recruits learning from long-standing advocates

03.

Our partnerships go deeper than dollars - they fuel our impact. We're primed to scale for collective impact.

- 25 years with Bakers Delight, 20 years with Sussan and Berlei, 10 years with Red Energy
- Together we've raised millions - but more than that, we've built integrated partnerships that deliver virtuous circles of impact and income

04.

We don't do this alone. We mobilise a powerful community.

- Thousands of fundraisers, donors, and volunteers walk beside us
- Their support is not just financial - it's what keeps the mission alive and growing
- Health professionals work with us and refer to us as the trusted place everyone can turn to

05.

We have a strong foundation to build upon and develop a robust, sustainable growth strategy.

- New, improved digital platforms to better enable fundraising and deliver remarkable supporter experiences
- Hero fundraising moments and products that have the potential to scale and grow
- Revenue opportunities that go beyond the traditional with the potential to reach and inspire new audiences

WHERE TO FROM HERE?

The environment in which BCNA operates is shifting rapidly - across the health system, the community, and the lives of those impacted by breast cancer. To ensure this strategy is both relevant and responsive, we undertook a comprehensive discovery process. This included interviews, focus groups, surveys, workshops, and analysis of our own data and consumer feedback. We also reviewed key sector developments, including the Australian Cancer Plan, to ensure our strategy aligns with national priorities and maximises collective impact.



OUR STRATEGIC PATHWAY

Through this process, the following key themes emerged - each representing a critical challenge or opportunity that will shape the future of BCNA's work.

Our core roles remain essential.

Our three core roles - *Information & Support, Connection, and Voice* - are not only still relevant, they are interdependent and vital to our impact. This strategy strengthens our foundations, while evolving how we deliver them.

We will continue to lead with Humanity.

BCNA's unique value lies in putting people at the centre. We provide holistic support informed by lived experience - extending across emotional wellbeing, mental health, and carers. We aim to cement our place as an essential part of the healthcare system.

The future of care is shifting.

From advances in personalised treatment to rising inequities in access, breast cancer care is changing. Our strategy ensures we stay ahead of emerging developments and continue to advocate for equity - particularly for metastatic, rural, regional, and vulnerable communities.

We're doubling down on breast cancer.

While some broaden their focus, we're staying firmly committed to breast cancer - leading with depth, not dilution, and shaping national efforts through collaboration and accountability.

We're leaning into technology.

From AI to virtual peer support, we'll harness technology to better serve our community - while protecting the integrity of the information people rely on us to provide.

We need to grow to meet the moment.

The ambition of this strategy requires bold investment, scaled impact and innovative leadership. We'll pursue new funding models, engage younger supporters, and make smart, return on investment driven decisions to deliver greater impact. We'll find innovative solutions to scale our programs and reach more people more quickly.

OUR
STRATEGIC
VISION



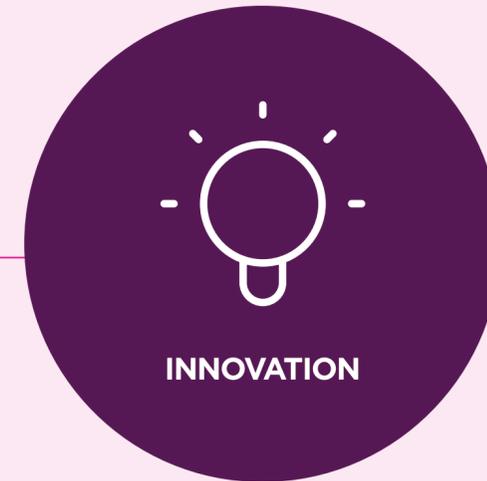
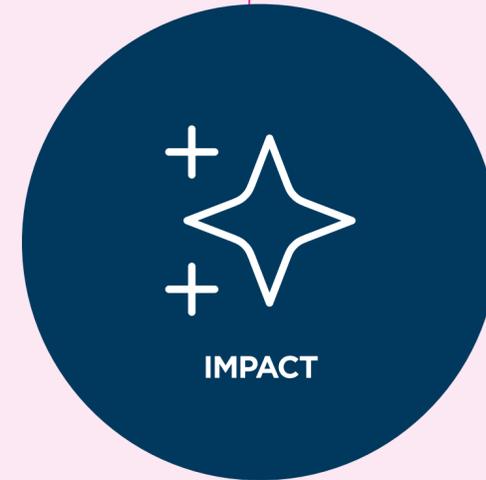
OUR PURPOSE

Standing with Australians affected by breast cancer to ensure their voices drive meaningful change.

We're not starting from scratch - we're building, ambitiously, on strong foundations. This strategy is about evolving with intention: doing more of what we do well, doing it better, and addressing what's missing.



To meet the evolving needs of our community and expand our reach. We're not just supporting people through breast cancer; we're improving outcomes across the full spectrum - from early detection, to risk, to life after breast cancer.



*Everything we do
is in pursuit of
supporting people
affected by breast
cancer today and
improving the lives
of tomorrow.*



OUR WHY EVOLVED

From early detection to life after diagnosis

As an integral part of Australia's breast cancer support system, we stand beside people and carers from early detection to life after breast cancer. We amplify lived experience, save minds, and confront the gaps in care. We challenge what's not working and push for what's possible - until systems change, voices are heard, and support meets the moment.



<p>Our purpose</p>	<p>Standing with Australians affected by breast cancer to ensure their voices drive meaningful change</p>
<p>Our role</p>	<p>As the leading breast cancer consumer organisation, we inform, support, connect and advocate driving a sense of connectedness for our community and better outcomes for them and our healthcare system.</p>
<p>Who we serve</p>	<p>Those at risk of, diagnosed, being treated for, living with or living after breast cancer. Consumers and our members will always be our primary stakeholders, and we are committed to remaining consumer-informed.</p> <p>Carers. In this strategy we are enhancing the support and connection we provide for carers, noting this as a clear gap.</p> <p>The healthcare sector and government. We will continue to partner with practitioners and decision makers in the healthcare system, bringing the voice of consumers to the table and holding the system to account.</p> <p>We are extending our focus in this strategy to also include the general public, to increase awareness of the importance of early detection and to reiterate that breast cancer is not done.</p>

OUR STRATEGIC SOLUTION

We are entering a new era - one defined by bold ambition and deep connection.

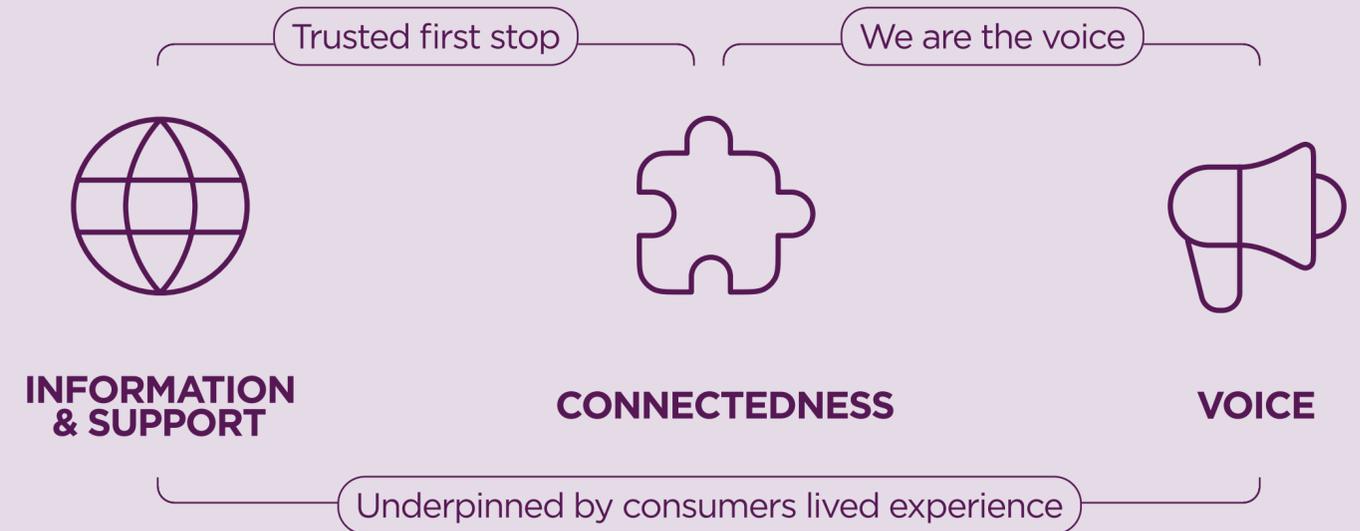
At the heart of this strategy is our unwavering commitment to holistic, consumer-led support. We are proud to represent the voices of those affected by breast cancer, and we are deepening our role as Australia's leading organisation for trusted information, meaningful connection, and evidence-informed advocacy.

Our focus is on significant improvement across three fronts - impact, innovation and income - to meet the evolving needs of our community and expand our reach.

We're not just supporting people through breast cancer; we're improving outcomes across the full spectrum - from early detection, to risk, to life during and after treatment.

Powered by a 250,000-strong network, we will harness lived experience, facilitate meaningful connections, and mobilise communities to push for equitable care and system-wide change.

This is an evolution in maturity - a strategy that scales what works, challenges what doesn't, and ensures every voice is heard and every person is seen.



OUR STRATEGIC FRAMEWORK

Purpose: Standing with Australians affected by breast cancer to ensure their voices drive meaningful change 

Strategic Goals	Info & support 	<p>Strengthen BCNA as the leading source of trusted, lived-experience-informed breast cancer information and support by extending our reach and service delivery.</p> <p>BCNA is nationally recognised as the trusted first stop for credible, holistic breast cancer support – empowering individuals and their loved ones with information, insight, and human connection.</p>	Connectedness 	<p>Scale peer-to-peer connection through self-directed digital platforms for all people affected by breast cancer.</p> <p>Anyone affected by breast cancer – regardless of location, stage, or circumstance – can easily access meaningful peer connection that reflects their experience, offers relevant support, and reduces isolation.</p>	Voice 	<p>We challenge what’s not working and push for what’s possible by strengthening BCNA’s consumer advocacy by pairing lived experience with robust data to influence equitable access to optimal breast cancer care.</p> <p>BCNA is a leading voice driving system change – using lived experience and data to improve access to high-quality, equitable breast cancer care for all.</p>
	<p>Sustainable Funding Model </p> <ul style="list-style-type: none"> Strengthen and diversify our revenue streams to future-proof BCNA and enable us to scale our impact Drive new sustainable funding model fuelled by diverse revenue streams that both generate income and continues to inspire and mobilise our community 					
Enablers	Adopt: Digital & AI 	Elevate: Brand profile & influence 	Deepen: Strategic partnerships 	Embed: Evaluation & improvement 		
	Leverage digital tools and AI to improve internal efficiency and enhance consumer experiences – expanding access, personalisation, and connection across the Network.	Elevate BCNA’s national profile as the trusted, go-to source for breast cancer information and support – strengthening brand relevancy and credibility.	Deepen and diversify partnerships across consumers, carers, clinicians, government, and corporate supporters to drive shared impact and advance health equity.	Embed continuous improvement mindset across all activity – using data, ROI, and impact measurement to inform focus, optimise resources, and guide strategic decisions.		
Values	Accountability 	Belonging 	Care 	Courage 		

OUR MEASURES OF SUCCESS

We will know we have achieved the aims of this strategy when:



We are financially strong, with new revenue streams and an efficient operating model.



Our major consumer engagements report improvement of consumer experience.



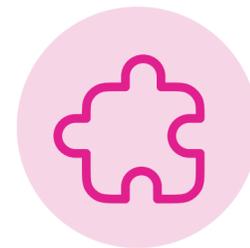
We see increased detection of cancer at stage 0 or 1



We are receiving more referrals from healthcare professionals.



The healthcare system has made improvements based on our advocacy and tracking of the Optimal Care Pathways.



Consumers and carers tell us they feel connected and there is a place for them to go.



We have a culture of continuous improvement that is underpinned by quality evaluation.



Our information is the dominant source feeding AI search engines in the au domain.



Our team is clear, connected and contributing.



Our membership has increased diversity, reach and volume.



We have greater brand clarity and recognition.