

### DEFENDING EMPOWERING ANDCARING FOR IRISH HEARTS

STRATEGIC PLAN 2021-2024



### WHO WE ARE AND WHAT WE DO

The Irish Heart Foundation is a community of people who fight to protect the cardiovascular health of everyone in Ireland.

### OUR VISION

A future where no hearts are broken by preventable heart disease and stroke.

### OUR MISSION

To eliminate preventable death and disability from heart disease and stroke and to support and care for those living with these life-changing conditions.

#### WE WORK TO ACHIEVE OUR MISSION THROUGH:



Caring for and speaking out for people in the community living with stroke and heart conditions and their families.



Innovating and leading in health promotion and prevention to change health behaviours and reduce cardiovascular risk.



Building a nation of lifesavers through CPR training.



Campaigning and advocating for policies that support people to live healthier lives.

### **OUR** VALUES

# FAIRNESS **AND EQUALITY**

# **COLLABORATION**

We believe equal access to heart and stroke services for prevention, diagnosis, treatment and care is a basic human right.

We believe tackling health inequality is where we will make the greatest difference to the overall health of the nation.

We design our programmes in collaboration with the people who need them and their families, so they are appropriate, relevant and effective.

We believe in partnership and collaboration with other organisations rather than going it alone and we don't duplicate the work of others.

**EVIDENCE** BASED

We base all our

programmes on the

and evidence and

always aim for the

cost-effectiveness.

best available advice

maximum impact and

We are not afraid to be outspoken or tell it as we see it where public policy or vested interests are failing to protect or threatening people's health.

We are relentless in furthering the cause of people impacted by heart disease and stroke.













We support and enable people to lead healthier lives.

We work with people to understand their needs and develop information, tools and training to support them to make small, sustainable changes in their lives.



### WHY OUR **WORK MATTERS**

### Approximately 2 million

people in Ireland are at risk of or living with the long-term impacts of heart disease or stroke

Almost 9,000 people die every year in Ireland from heart

Heart disease kills more women

than breast, cervical and ovarian cancer combined

# **One in four**

people who have a stroke are under the age of 65

### **Adults** - at risk:

60% of adults are living with overweight or obesity



.5m

adults are at risk from high blood pressure

### Children increasingly at risk:

More than 25% of our children and young people live with overweight or obesity

disease and stroke

#### You are over twice

as likely to have overweight/obesity as a child if you are in the lowest income group

Because of increasing rates of overweight and obesity,

11%

of children in third and fourth class have high blood pressure

### **MAKING CHANGES IN EVERY WAY WE CAN**

The good news about heart disease and stroke is that while there are certain risk factors which we can't control or change, 80% of it is preventable. The lifestyle factors that are the key drivers of cardiovascular disease are hugely influenced by environmental or social factors such as barriers to cycling and active travel, and the widespread availability of cheap, heavily marketed unhealthy foods. Poor air quality is also a major contributor.

Combating these factors is the focus of much of our advocacy work. However, we also have to empower, inform and enable people to change. This is the role of our health promotion programmes.



### THE IMPACT OF COVID-19

#### The COVID-19 pandemic has changed every aspect of our lives.

In early March 2020, the COVID-19 virus was declared a global pandemic by the WHO. In response to the pandemic the Senior Management Team and the Board of the Irish Heart Foundation initiated the process to reevaluate the Foundation's strategic objectives and develop a new strategic plan that would take all the learnings from the pandemic.

People with heart disease are at increased risk of dying from COVID-19 and some of those who have been hospitalised with the virus have suffered long-term damage to their hearts. We still don't know what future impact long COVID will have on the nation's hearts.

During the COVID-19 crisis it was important that all of those living with heart disease and stroke knew that they were not alone and that the Irish Heart Foundation was there for each and every one of them.

In response, the Foundation developed a range of new programmes and resources including online and telephone support services. We moved all our traditional face-to-face patient support groups online and developed new services in conjunction with the HSE to support stroke patients, who had recently been discharged from hospital in the middle of a pandemic, to ensure they received the best care.

Our new strategy is designed to transition from COVID-19 to post COVID-19, taking what we have learned from the pandemic and applying it to how we organise and deliver our services into the future.

#### **KEY ISSUES**

In drafting this new strategy, we identified a number of key issues of national public health concern. These include:



Health inequality, there are very significant ongoing differences in life expectancy and key health behaviours among socially disadvantaged groups.



Low levels of health literacy, making changes in health behaviours, particularly among lower income groups, more difficult to achieve.



An obesity epidemic that is threatening the health and current life expectancy of our children.

Ever more inactive lifestyles are affecting our national obesity levels and impacting directly on cardiovascular health.



Actions to tackle the climate crisis such as a reduction in air pollution or more active and less carbon intensive travel offer significant cobenefits for cardiovascular health, and we have a responsibility as a trusted health charity to speak up.

If we are to make an impact on the toll of death and disability from heart disease and stroke, our strategy needs to tackle these issues.



### **A NEW STRATEGY** 2021-2024

The title of our new four-year strategy Defending, Empowering and Caring for Irish Hearts 2021-2024, reflects our three key organisational pillars:

### **STRATEGIC PRIORITIES**

Each of these pillars is informed by our three **Strategic Priorities:** 

### DEFEND

We will **DEFEND** against the commercial, environmental and societal threats to heart health such as junk food marketing, tobacco, air pollution and unacceptable gaps in patient care.

### **EMPOWER**

We will **EMPOWER** patients and the general public to stand up for their hearts by giving them the tools and the information they need to lead healthy lifestyles and make informed decisions about their health.



### CARE

And we will continue to **CARE** for each and every heart impacted by cardiovascular disease through online, telephone and community-based support programmes.



#### Health inequality

We are committed to ensuring an organisationwide focus on reducing health inequalities. This means ensuring what we do is focused primarily on disadvantaged individuals or communities.

#### Health literacy

Our commitment to improving health literacy will inform all our work. Health literacy is a skill that helps people to find, understand and use health information.





#### Innovation and research

We will lead from the front in innovation and research in developing effective health promotion and patient support interventions.





### 2021-2024 STRATEGIC GOALS

Our new strategy commits the Foundation to working towards the following goals:

1

We will **DEFEND** against the commercial, environmental and societal threats to heart health such as junk food marketing, tobacco, air pollution and unacceptable gaps in patient care.

2

We will **EMPOWER** patients and the general public to stand up for their hearts by giving them the tools and information to lead healthy lifestyles and make informed decisions about their health.

We will **CARE** for each and every heart impacted by cardiovascular disease through online, telephone and community-based support programmes.

4

3

We will **fund** our work through a mix of support from the general public, the corporate sector and Government.

We will **innovate and embrace change** through increased use of digital platforms and approaches so that we optimise the quality, reach and cost-effectiveness of our services.





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Strategy 2021-2024



### **HOW WE MAKE A DIFFERENCE**

### **CPR** saved my life

In August 2018, Colm Costigan and his daughter Caoimhe set out on a cycle in Tipperary. But about 20 minutes into the cycle, disaster struck. After telling Caoimhe he felt tired, Colm collapsed and stopped breathing. Caoimhe immediately called 999 and started CPR.

"I literally put my phone on speaker, put it on dad's chest and rang 999. I just started doing CPR without thinking about it really, the man on the phone was very helpful. I said to him that I was a doctor and that I was doing CPR."

When she was asked on the phone where she was, Caoimhe realised she didn't know. "It was hard to know what to do. I didn't want to stop CPR," said Caoimhe. She ran to a nearby house to get help before returning to her father. An elderly lady took her phone and told the emergency dispatcher where they were.

It was 22 minutes before the Gardai arrived on the scene, followed by paramedics, fire brigades and an army air ambulance.

Colm and Caoimhe were airlifted to Limerick University Hospital, where Colm had an emergency stent placed in his heart. What followed was weeks and months of recovery.

Colm had suffered what is known as a spinal artery infarction; a very rare side effect of his cardiac arrest caused by the fact that his spinal cord was starved of oxygen. But he survived and is now back at work in Temple Street Children's Hospital thanks to his daughter's guick thinking.

Each year, the Irish Heart Foundation trains tens of thousands of people in the lifesaving skill of CPR.



### Everybody needs a Vera in their lives



Thanks to his wife Vera and his local Irish Heart Foundation stroke support group, Eugene Leavy has gone from living in a wheelchair to designing, manufacturing and installing a kitchen in his son's new house.

Eugene had a stroke in 2010 at just 50 which left him reliant on a wheelchair and completely dependent on his wife Vera to help him with everyday needs like washing and personal care.

In 2016, on Vera's advice, he joined the Drogheda Stroke Support Group where he quickly took an interest in the weekly exercise sessions. Vera stepped in and worked with him at home to increase his physical ability in between the sessions.

### **Broader** sugar tax needed to tackle childhood obesity



The Irish Heart Foundation has called on Government to introduce a timetable for new taxes incentivising the reformulation of unhealthy products, beginning with added sugar.

While evaluation of the Sugar Sweetened Drinks (SSD) tax in Ireland is still awaited, the same levy in the UK resulted in a reduction in sugar consumed in drinks targeted of almost 22%.

In its pre-budget submission 2022 the Foundation also urged that funds raised from the SSD tax. totalling over €30 million a year, be ringfenced for measures aimed at tackling childhood obesity.

"It was slow laborious work but I can't say enough about Vera, everyone needs a Vera," he said.

A couple of months into this regime Eugene proudly stood up at a meeting and announced, "When I joined, I couldn't hold a cup of tea up to my mouth. Well, last night myself and Vera went out for our first meal together and I was able to cut my own steak. When I used a knife and fork for the first time, a tear went down Vera's face."

Eugene's hard work and Vera's tough love continued to pay off. Eugene regained the ability to walk with the aid of sticks and a decade on from his stroke, Eugene designed and built a kitchen in his son's house.

The submission called for the establishment of a Children's Future Fund to reinvest the proceeds of the sugar sweetened drinks tax and other levies on unhealthy foods into a major national programme to improve children's health.

"Good nutrition is central to the health, wellbeing, and development of children and young people. Without it, children's health outcomes worsen. Ringfenced funding must be made available to develop new programmes, projects and initiatives that can support children's health in the post COVID-19 public health era," the submission stated.



# WE DEFEND

We will DEFEND Irish hearts from the commercial, environmental and societal threats to heart health such as junk food marketing, tobacco, air pollution and unacceptable gaps in patient care.

#### Over the lifetime of this strategy our advocacy work will focus on:

- Childhood obesity
- ✓ Stroke and heart disease services
- Physical activity and healthy weight environments
- ✓ Air pollution and climate action
- ✓ Tobacco control





### **Key Objectives**



#### Childhood obesity

- Our Childhood Obesity Manifesto, produced in consultation with many of the country's leading experts, set the agenda for tackling childhood obesity in Ireland and prompted a commitment to legislative action in the Programme for Government. We will campaign for a strong Public Health Obesity Act that puts children's health first over the interests of junk food companies and sets a roadmap to a healthier future for our children.



#### Stroke and heart disease services

 Cardiac and stroke services face many critical challenges due to COVID-19 on top of significant service deficits and demographic pressures that demand major service expansion. Yet cardiac care is currently delivered with no overarching strategy to guide its development. The still unpublished National Stroke Strategy will significantly improve acute services, but the plan does not address the sense of abandonment most stroke survivors experience following hospital discharge due to inadequate recovery services.

#### We will seek to secure:

- A new National Cardiovascular Health Policy that prioritises prevention, tackles health inequity and delivers the services and supports patients need.
- Stroke services that continue to reduce death and disability, but also with a focus on recovery and support for patients to live as well as possible in the community.



#### Tobacco control

- We will seek a renewed commitment to achieve a Tobacco Free Ireland through a timebound action plan designed to reduce smoking rates to 5% of the population. We will also lobby for strong policies to prevent Big Tobacco firms addicting a new generation of young people to nicotine through e-cigarettes.



#### Air pollution and climate action

- We will press for a Clean Air Act to tackle poor air quality caused by the burning of solid fuel and transport. Air pollution is a major cause of cardiovascular disease.
- As a founding member of the Climate and Health Alliance, we will promote the cobenefits to cardiovascular health of combatting climate change.



Physical activity and healthy weight environments

- We will continue to campaign for greater Government action encouraging physical activity and better supports for active travel including, cycle lanes, safe routes to school and traffic-free zones close to schools

## WE EMPOWER

We will EMPOWER patients and the public to stand up for their hearts by working with them to provide the tools and information they need to lead healthy lifestyles and make informed decisions about their health.

### Over the lifetime of this strategy we will focus on:

- Evidence-based, targeted health behaviour change interventions
- Raising awareness of key health risks and the importance of learning CPR





### **Key Objectives**



### Evidence-based interventions

#### Schools

We are the leading health NGO working in and with primary and post-primary schools in Ireland, with a focus on heart health, nutrition, physical activity and CPR. We will continue to develop health promotion programmes supporting curriculum delivery that focus on health literacy and place all children on the path to healthier and longer lives.

#### WHO Schools Health Literacy Project

Our Schools Health Literacy Project is a flagship initiative registered with the World Health Organisation (WHO) as a National Health Literacy Demonstration project (NHLDP). It is unique in being the sole NHLDP that focuses on primary prevention and young people. Poor health literacy is now recognised as a key barrier to reducing childhood obesity.

Project partners include the WHO, UCD, DCU and NUIG. The project consists of two work-packages (1) co-design of a questionnaire to assess health literacy levels in adolescents and (2) co-design and piloting of an in-school and off-site intervention to improve adolescents' health literacy levels using cutting-edge technology and teaching techniques.

In 2017, a new Wellbeing module was introduced into the Junior Cycle curriculum in Ireland. Targeted at first to fourth years, the ambition is that this programme will become a key part of the new Wellbeing curriculum.



#### **Disadvantaged Communities**

People living in disadvantaged communities are a high-risk group for heart disease and stroke. We will develop targeted programmes for these individuals, including:

#### Chronic Disease Management in Primary Care

This programme was developed and launched in 2021. In partnership with GPs, the HSE and UCD, we co-designed and are delivering and evaluating a pilot lifestyle behaviour change programme for patients in disadvantaged communities who participate in the HSE high-risk prevention programme.

#### **Farmers Have Hearts**

Farmers are a higher risk group for cardiovascular disease. They often live in rural isolation and are reluctant to seek medical advice in relation to their heart health. Since 2013 the Irish Heart Foundation has led the Farmers Have Hearts programme, providing heart health checks and lifestyle advice to farmers at their local marts. 850 farmers were seen through this programme in 2019.



### Awareness of health risks

We run highly successful public awareness campaigns on how key health behaviours affect the risk of heart disease and stroke, and we also provide information on how to make and sustain lifestyle changes.

- We aim to secure support for a multi-annual integrated hypertension awareness campaign with the aim of reducing undiagnosed hypertension by 50%.
- We will also work to secure funding for a repeat of our highly successful 'Act F.A.S.T.' stroke awareness campaign.
- We will aim to increase the out-of-hospital cardiac arrest survival rate from 8% to 10% through greater awareness and training in CPR and AED use.



#### CPR

#### Surviving a cardiac arrest

Each year a large number of people die from cardiac arrest in the community. Over 70% of cardiac arrests happen in the home. The key to survival is immediate high-quality CPR and access to an automated external defibrillator (AED).

We are the national training organisation for CPR and the only organisation operating across all of the links in the chain of survival. Our programmes range from simple hands-only CPR training in the community to advanced resuscitation care in hospitals.

In 2019 95,122 people received CPR training through all of our training courses across all disciplines.

#### Our CPR programmes include:

- Basic Life Support course
- Advanced Cardiac Life Support course
- CPR for Schools
- CPR in the Community



### WE CARE

We will CARE for each and every heart impacted by cardiovascular disease through online, telephone and community-based support programmes.

### Over the lifetime of this strategy we will focus on:

- Building high-quality and accessible information services
- Developing our heart support services, both face-to-face and online
- Developing our stroke support services, both face-to-face and online



### **Key Objectives**



### Information services

- We will complete an audit and stakeholder survey of our information services.
- We will continue to develop the quality and breadth of our services so that we are the primary source of information for people living with heart conditions or stroke.
- We will continue to improve accessibility so that our services are available to everyone who needs them.



#### Heart support

- We will maximise the numbers participating in our Self-Management Support Programme for heart failure patients.
- We will develop and extend our network supporting those living with other heart conditions.



#### Stroke support

- We will work to ensure that all those who require our Stroke Connect Service can avail of it.
- We will continue to develop long-term community supports for stroke survivors at every stage of their life.

The Irish Heart Foundation is the only national organisation that supports and fights for the rights of the hundreds of thousands of people in Ireland affected by heart conditions and stroke.

Since the pandemic struck, we have more than tripled the numbers we are supporting by taking maximum advantage of technology enabling us to provide more services for more people, more cost-effectively. As a result, we now have a roadmap to develop a national service for patients regardless of their condition or location. We currently provide the following services to enable heart patients and stroke survivors maximise their quality of life in the community.

#### Information and support

Our Nurse Support Line is staffed by qualified and experienced nurses, who provide information and advice to people affected by heart disease or stroke.

We publish a wide range of leaflets, materials and online information on heart disease, stroke, risk factors and how to live healthily.

#### Supporting people living with stroke

Our Stroke Connect Service helps stroke patients make the transition home following hospital discharge. This phone support service delivers practical, emotional support, information and advice. It can also escalate cases that require medical intervention. The service provides stroke patients with a growing range of additional service options such as access to our private social media support networks, counselling, physical activity assessments, daily exercise sessions, peer-to-peer support, and self-management programmes.



The service also links stroke patients into a support group network that has developed rapidly in the last five years. These are long-term groups that support survivors at every stage of their life after stroke. Specific supports are also provided to working age stroke survivors (under 65). In addition to a large online community of stroke survivors, we also provide specific support to carers through a private Facebook group.

### Supporting people living with heart conditions

Our research on the experiences of people living with heart failure in the community identified major support needs among patients who are struggling to cope, and families and carers who feel powerless to help. In response we established a network of support groups that after the onset of COVID-19, were integrated into a more extensive online support network in partnership with the HSE.

The key platform is our private Facebook Group that is moderated seven days a week and provides real-time peer support backed up by Heart Failure Nurses and other experts. This is supported by monthly Zoom meetings on topics such as medication, diet and coping skills. Expert physical activity sessions are also held every weekday, along with regular Facebook live sessions focusing particularly on positive mental health. One-to-one counselling is also available.

Every participant receives a digital pack with comprehensive information on all aspects of heart failure in leaflet, video and podcast formats, along with access to our fluid tracker app. Peer-to-peer phone support is also provided for patients unable to go online, along with a monthly newsletter. All patients have access to our Nurse Support Line.

### Support groups and information for those living with other heart conditions

Our network provides support to everyone with a heart condition. But we also provide support for specific conditions, including amyloidosis, cardiomyopathy, Long QT syndrome, spontaneous coronary artery dissection (SCAD), sudden adult death syndrome (SADS), as well as people with implantable cardioverter defibrillators (ICDs).

#### A stronger voice for heart and stroke patients

We have established separate forums for heart and stroke patients to inform the development of our support services in line with their needs and wishes. In particular, these groups spearhead our work in advocating for more realistic services and supports for people living with cardiovascular disease.

### **Irish Heart** Foundation

Free blood pressure and pulse check







### WE FUND

We will fund our mission through a mix of support from the general public, the corporate sector and Government.

### Over the lifetime of this strategy we will:

- Achieve a sustainable level of funding so that we can meet our objectives under this Strategy
- Improve the certainty and stability of our fundraising by broadening the number of income sources

### **Key Objectives**



 Over the lifetime of this strategy we will grow our total income by 20% with a target of €7m for the year 2024. Much of this growth will come from digital donor recruitment.



#### Broadening our income sources

- We will develop new sources of income including online and telephone-based donor recruitment.
- We will increase the level of Government funding by developing programmes that align as far as possible with the objectives of Sláintecare.



## WE INNOVATE

We will continue to innovate and transform our services through the increased use of digital platforms and approaches so that the quality, reach and costeffectiveness of our work is optimised for those who need it most.

### Over the lifetime of this strategy we will:

- Incorporate a user-centric approach to our work
- Incorporate digital platforms into the development of our patient support services
- Seek to continuously improve the accessibility of our published information





### **Key Objectives**



### User-centric approach

GOAL

- We will ensure that users of our services are at the centre of the planning, development and implementation of our programmes and services across the organisation.
- We will create a working culture that encourages trial, error and learning, based on evidence and analysis.



- We will seek feedback from heart patients and stroke survivors and continuously review available digital platforms to see how they can meet the needs of heart patients and stroke survivors to ensure we are using the best platforms for our services.



Accessibility

- We will undertake a review of our website and online information to assess the accessibility of our information and identify and implement improvements as appropriate.

### STRATEGIC ENABLERS

The work of the Foundation is supported by five Strategic Enablers to ensure our Strategy is implemented in a timely and effective manner.



#### 1. Governance

The Irish Heart Foundation is led by our Board which is responsible for the overall strategic direction, leadership, governance and oversight of the management of the organisation.

The Foundation is "Triple Locked" and complies with the Charities Governance Code, the Guidelines for Charitable Organisations on Fundraising from the Public and the SORP (FRS 102) accounting standard for charities.

Our commitment to transparency and best practice in corporate governance underpins the high levels of public trust enjoyed by the Foundation.



#### 2. Advisory Councils

The Foundation's Advisory Councils offer support, advice and expertise on medical issues and strategic matters, helping to prioritise our advocacy and prevention activities.

Through the Councils, the Foundation encourages cooperation between health professionals and organisations towards the attainment of common goals. The Councils also support our educational and patient meetings such as the Stroke Professionals' Conference which in 2020 took place online for the first time due to COVID-19.

#### The active Advisory Councils in 2020 were:

- The Cardiovascular Disease Prevention Council (a joint Council with the National Institute for Prevention and Cardiovascular Health (NIPC))
- The ASH Ireland (Action on Smoking and Health) Council
- The Stroke Council
- The Hypertension Council
- The Advanced Cardiovascular Life Support (ACLS) Council
- The Sudden Cardiac Death Council
- The Heart Failure Council
- The Nutrition Council



#### 3. People and Culture

Our staff and volunteers are the lifeblood of the Foundation. In common with most charities and non-profit organisations, 2020 was one of the most challenging and difficult years for the Foundation. If it wasn't for the flexibility, unfailing commitment and dedication shown by our loyal and hardworking staff throughout the COVID-19 pandemic, we would never have come through this period as successfully as we have.



#### 4. Digital Transformation

Digital transformation is a critical enabler for successful delivery of the new Strategy and concerns building in digital approaches to support the delivery of strategic goals and meeting the needs of those we serve. Core elements include a user-centric approach and a culture of innovation, experimentation and iterative learning.

Digital transformation is an opportunity for the Foundation to get even closer to our supporters, volunteers, donors, service users and staff, to be more responsive and connected and ultimately achieve our strategic goals and charitable purpose in a more dynamic, efficient, and rewarding way. Work has commenced to understand existing digital capabilities and to create the Foundation's shared vision for how we can use digital technology to create the change we want to see.



#### 5. Fundraising, Marketing and Communications

The Foundation would not exist or have a future without the support of our donors who have supported our work for the past five decades. The majority of our funding is raised through voluntary donations from the general public and businesses. We also receive important support for key programmes from the HSE and the Department of Health.

### Thank you

Since 1966, the Irish Heart Foundation has been defending, empowering and caring for Irish hearts. This new strategy sets out our ambition to take this work forward in the context of the global COVID-19 pandemic, rising child obesity levels, a climate crisis and increasing health inequality in Ireland.

Our goals are unashamedly ambitious. Our vision is a future where no hearts are broken by preventable heart disease and stroke. Everything we do is an effort to bring this about.

But we're not in this fight alone. We're part of a wider community of people who together are defending, empowering and caring for hearts all over Ireland. Patients, survivors, carers, family members and loved ones, nurses, doctors, researchers, healthcare professionals, campaigners – we're all in this together.

Without you and everyone in this wider community, we wouldn't be where we are today. Thank you for your support of our work and your own individual and collective efforts to fight heart disease and stroke.

This strategy is as much yours as ours, and we hope that you will continue to play an active role in our efforts to eliminate preventable death and disability from heart disease and stroke and to support and care for those living with these life-changing conditions.

Together, by defending, empowering and caring for Irish hearts, we can bring about a future where no hearts are broken by preventable heart disease and stroke.

Thank you from all of us at the Irish Heart Foundation and the people we serve and care for.

### DIRECTORS AND OTHER INFORMATION

#### **Directors**

Professor Emer Shelley (Chair) Aisling Blake Dr Walter Cullen Professor Francis Finucane Deirdre Flannery Professor Joe Harbison Joan O'Brien Dr Anne Marie O'Flynn

#### **Senior Management Team**

Tim Collins, CEO

Dr Angie Brown, Medical Director

Judith Gilsenan, Commercial Director

**Chris Macey,** Director of Advocacy and Patient Support

Janis Morrissey, Director of Health Promotion, Information and Training

Helen Redmond, Director of Finance and Support Services

Strategy 2021-2024



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Best Practice in Transparency and Accountability