

One Heart

Our 2018-2020 Strategy





Foreword

The Heart Foundation's One Heart 2018-2020 Strategy is based on evidence and feedback, and incorporates many views from our staff and stakeholders through four comprehensive phases of consultation.

This extensive consultation allowed for clarification of areas, and pointed us towards important priorities that might otherwise have been overlooked. The Strategy is strongly focused on health priorities, as well as encompassing what would be good for the organisation holistically in terms of other key areas, such as brand and revenue.

The principles underpinning our strategy are the five pillars on which we shall base our vision and our work: Prevention; Support; Research; Strengthening our Organisation; and Our People.

Underlying all of them is a commitment to equity and a focus on people who are disproportionately affected by heart disease: people who are socioeconomically disadvantaged, residents of regional, rural and remote areas, Australians from culturally and linguistically diverse backgrounds, and Aboriginal and Torres Strait Islander peoples.

This document provides the strategic intent for our organisation for 2018-2020. It does not detail plans for specific programs, or the operationalisation of the strategy.

Adj Professor John G Kelly AM

Chief Executive Officer, National



Delivering our One Heart Strategy

To deliver our One Heart Strategy, we shall:

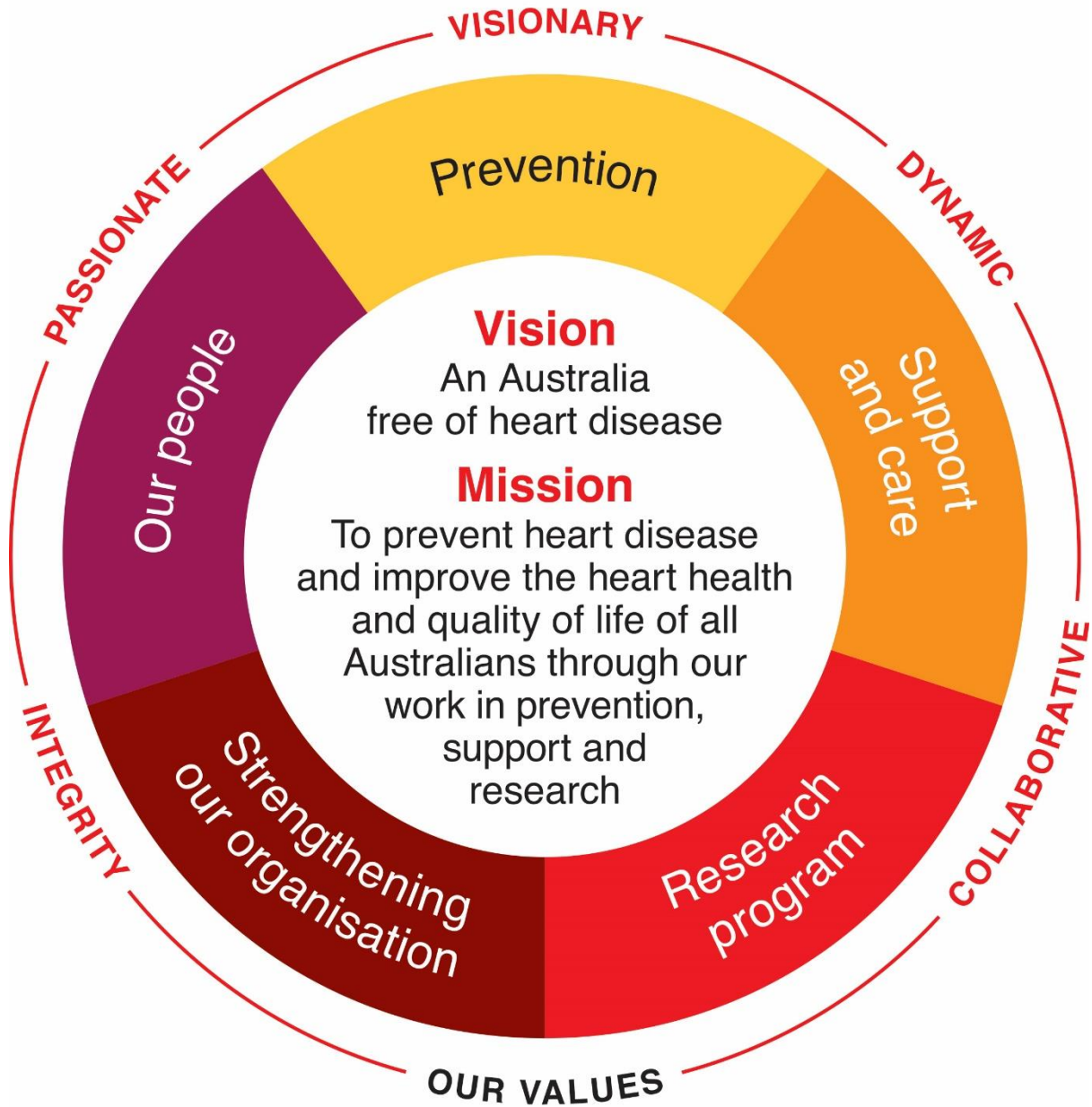
- Place a special focus on communities disproportionately affected by heart disease, including Aboriginal and Torres Strait Islander peoples; people living in remote, rural and regional areas; people who are socioeconomically disadvantaged; and culturally and linguistically diverse groups.
- Enhance our brand and presence in the community.
- Focus our efforts on our flagship programs and streamline our partnerships and alliances.
- Establish clear, simple, consistent and measurable targets.
- Increase the capacity to engage locally.
- Allocate resources to programs and activities that are purpose driven, cost effective, high performing and outcome focused.
- Develop our people to focus and deliver our goals.

Innovation

To improve the effectiveness of our programs, activities and messaging, we shall:

- Support and provide opportunities for our people to be innovative and creative, and to make use of emerging technologies.
- Be driven by the voice and needs of the community, with our work focused on people at risk of heart disease or living with heart disease.
- Integrate our health, marketing and fundraising programs and activities.

One Heart 2018–2020 Strategy





Our values

Helping us make a difference to Australia's heart health

Visionary

We are able to see the 'big picture' and articulate our vision of the future. We inspire each other to help turn this into reality. We are prepared to take calculated risks and feel empowered to make change.

Dynamic and Collaborative

We work together to achieve the Heart Foundation's vision. We communicate openly, debate the issues, and share our knowledge, expertise and experience so that we can utilise each other's strengths to best effect and learn from our mistakes and our success. We are flexible and make timely decisions that enable us to shape and adapt to our changing environment.

Integrity

We shall be respectful and transparent in all our actions. We accept responsibility and stand up for what is right.

Passionate

We believe in what we do and are proud to work for the Heart Foundation. Our energy and enthusiasm drives our performance and creates a positive and inspiring work environment.



Our Focus on People and Communities

Our Guiding Principle:

We shall focus on people and communities most in need, including Aboriginal and Torres Strait Islander peoples; people living in remote, rural and regional areas; culturally and linguistically diverse groups and people who are socioeconomically disadvantaged.

Our Focus on People and Communities

People at risk or living with heart disease and their family members and carers

Additional Focus on People and Communities:

We shall focus our efforts and resources on groups that can influence improving heart health for people and communities most in need.

These include:

- Government
- Policy decision makers
- Health professionals
- Researchers

Supporters:

We shall value and work in partnership with our supporters by being effective in delivering our programs and activities.



Engaging our Community

Our Guiding Principles:

We shall:

- Be clear about our purpose and goals in our messaging and communication to the community.
- Develop life-long relationships with communities around the country.

Our Objectives

Effective engagement that builds an awareness of what we do and achieve and how contributions from our supporters are used

A strong and trusted community-benefit organisation

Our Priorities and Activities:

To achieve our community engagement objectives, we shall:

- Deliver programs and activities that are aligned with our purpose and focus on people and communities most in need.
- Deliver campaigns that support our purpose, goals and brand.
- Have a strong, consistent and trusted voice on relevant heart health matters.
- Engage the community to inform and shape our work.
- Establish a Heart Foundation Day that effectively promotes our purpose and goals.



Our Contribution to the Community

Our Guiding Principles:

We shall deliver positive health outcomes to people and communities most in need by being Australia's leading heart health community-benefit organisation, and by being respectful, transparent and accountable.

Our Contribution

High-quality, evidence-based information and support achieves positive health outcomes making us the leading heart-health organisation

Our Priorities and Activities:

Our programs and activities shall:

- Align with our purpose and be evidence based.
- Demonstrate a positive contribution to the heart health of people at risk of heart disease or living with heart disease.
- Deliver benefits to our brand and revenue.

We shall deliver programs and activities:

- Where we have expertise and can deliver a unique contribution.
- That enhance our brand and are aligned with the needs and expectations of our target groups.
- Where we can influence and measure outcomes, including in collaboration with appropriate groups.



1. Prevention

Our Guiding Principles:

Our prevention programs and activities shall:

- Target all Australians, with specific focus on disadvantaged groups, people at risk of heart disease or living with heart disease.
- Be centrally coordinated and delivered with local presence and expertise.
- Target the major risk factors for heart disease, concentrating on:
 - high blood pressure
 - poor diet
 - high cholesterol
 - overweight and obesity
 - diabetes
 - smoking
 - physical inactivity.

Our programs shall be designed and delivered for the Australian community, and especially populations who are disproportionately affected by heart disease, including Aboriginal and Torres Strait Islander peoples; people living in remote, rural and regional areas; people who are socioeconomically disadvantaged and culturally and linguistically diverse groups.

Our Aim

**Reduce the prevalence and impact of risk factors
for heart disease**



Our Risk Reduction Goal

More Australians will know how to reduce their risks of heart disease

Our Priorities and Activities:

We shall concentrate on the leading risk factors of heart disease of high blood pressure, high cholesterol, poor diet, physical inactivity, obesity and smoking.

We shall achieve our *risk reduction* goal by:

- Encouraging people at risk and disadvantaged communities to have regular heart health checks, and by providing tools and resources.
- Advocating for:
 - Health system change that encourages Absolute Risk assessments.
 - The eradication of acute rheumatic fever and rheumatic heart disease through increased funding for prevention, treatment and research programs.


Our Food and Nutrition Goal

More Australians will have improved their eating patterns

Our Priorities and Activities:

We shall achieve our *food and nutrition* goal by:

- Promoting and providing information and resources:
 - On dietary patterns that support healthy eating, including providing recipes and meal plans. These focus on poor diet, obesity and diabetes, the leading risk factors of heart disease.

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- To reduce consumption of salt and saturated fat to help people at risk of heart disease, or people with high blood pressure and high cholesterol.
 - Advocating for:
 - Food reformulation to improve the healthiness of discretionary foods, with a focus on menu labelling, sodium, saturated fat and added sugar.
 - Mandatory on-pack labelling.
 - Reduction in large-portion sizes.
 - Food access, particularly for disadvantaged communities, including Aboriginal and Torres Strait Islander peoples; people living in remote, rural and regional areas; people who are socioeconomically disadvantaged and culturally and linguistically diverse groups.

Our Active Living Goal

More Australians will be more active, more often, through walking

Our Priorities and Activities:

We shall achieve our *active living* goal by:

- Delivering an effective and sustainable Walking program to increase the uptake of walking, primarily focusing on people at risk of heart disease or those living with heart disease.
- Delivering our Jump Rope for Heart health program to schools, focusing on young families by providing health messaging, resources and tools.
- Advocating for:
 - Environments that promote and support physical activity.
 - Environments that support healthier living through better planning, built environments and transport solutions.



Our Tobacco-Free Goal

Promote evidence-based action that will lead to a tobacco-free Australia

Our Priorities and Activities:

We shall achieve our *tobacco-free* goal by:

- Delivering activities to target communities with high prevalence of smoking.
- Working with our partners to advocate for:
 - A comprehensive approach to tobacco control to benefit the entire community.
 - Ensuring a special focus on, and appropriate services for, population groups with a high prevalence of smoking.
 - Regular increases in tobacco excise.
 - Funding for mass media led public education campaigns.
 - Bans on all forms of tobacco advertising and promotion.
 - Expanding smoke-free areas.
 - Reduce the number of retail outlets selling tobacco products.
 - Regulating tobacco products to reduce their level of nicotine and harm.
 - Maintaining the regulation of e-cigarettes and related products.
 - Holding the tobacco industry accountable for healthcare costs caused by smoking.



Our Warning Signs Goal

More Australians will know the signs of a heart attack

Our Priorities and Activities:

We shall achieve our *warning signs* goal by:

- Targeting people at risk of heart disease or living with heart disease by:
 - Delivering a relevant and contemporary warning signs campaign.
 - Developing and delivering consumer-friendly resources and information.
- Working with relevant health professional peak bodies and health services to develop and/or distribute resources that raise awareness of warning signs of a heart attack and action plans.
- Delivering an integrated Women and Heart Disease campaign, resources and information aimed at increasing awareness levels.
- Advocating for system changes to minimise the waiting time for treatment for people having a heart attack.



2. Support and Care

Our Guiding Principles:

Our support and care programs and activities must be:

- Aligned with our purpose, effective and evidence-based.
- Focused towards people living with heart disease, including communities who are disproportionately affected by heart disease, consisting of Aboriginal and Torres Strait Islander peoples; people living in remote, rural and regional areas; people who are socioeconomically disadvantaged and culturally and linguistically diverse groups.
- Centrally coordinated and delivered with local presence and expertise.

Our efforts shall focus on people who have:

- an acute coronary syndrome (heart attack or unstable angina)
- heart failure
- valvular heart disease
- an arrhythmia
- had heart surgery

Our Aim

Improved health outcomes for Australians with heart disease



Supporting People with Heart Disease Goal

More Australians with heart disease will have improved quality of life

Our Priorities and Activities:

To achieve our *Supporting People with Heart Disease* goal, we shall:

- Deliver our support program by providing targeted information, resources and support to help people living with heart disease (including their families, carers and health professionals) manage their condition and to improve their quality of life and years of healthy life.


Promoting Evidence-Based Care Goal

Ensuring best evidence care for all Australians with heart disease

Our Priorities and Activities:

To deliver our goal, we shall:

- Develop and promote evidence-based guidelines and resources for health professionals and patients.
- Build the capacity of health professionals to use the Heart Foundation's information and resources to provide informed care and support.
- Establish a health professional ambassador program, to advocate and promote the Heart Foundation's efforts and care/support of people living with heart disease.
- Advocate for:
 - People living with heart disease to receive best-practice care from the primary and acute-care sectors.

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- Increased availability, access to and participation in cardiac rehabilitation, and heart-failure management programs.
 - The eradication of acute rheumatic fever and rheumatic heart disease through increased funding for prevention, treatment and research programs.
 - Improved patient journey to support the ability of all people with heart disease to live well.
 - Enhanced systems and infrastructure, including registers and minimum-data sets to improve the quality and delivery of care.

To help achieve our goals, we shall:

- Use the expertise and guidance from our health committees, honorary volunteers and supporters.
- Link in with professional networks to advance efforts to provide better care and support for people living with heart disease.



3. Research Program

Our Guiding Principle:

We shall:

- Fund research via a single, national research program, with a single peer-review process.
- Develop future capacity by supporting early to mid-career researchers to allow them to continue their future focus on heart-related research.
- Work with consumers to help to shape and drive research.

Our Aim

We fund the highest impact research in heart disease

Our Research Goal

Fund research that reduces the risk and impact of heart disease and improves outcomes for people living with heart disease

Our Priorities and Activities:

We shall:

- Provide strategic funding that has a focus on knowledge gaps in heart health, supports organisational priorities and informs policy and program areas.
- Fund research in biomedical, clinical, public health and health services.
- Focus on health equity and disadvantaged communities.



To help achieve the Research Program goals, we shall:

- Establish an evaluation system to assess the effectiveness of research we fund.
- Promote the findings from research we fund.
- Establish an Alumni Program to provide mutual benefits, including networking, collaboration and acknowledgement of ongoing successes for recipients of Research Program awards, and ambassadors.
- Support local research networks to encourage collaborations and mentoring, build capacity and leverage funding to promote research and our Research Program.
- Together with local research networks, the Heart Foundation shall advocate for increased research funding in heart health (to be commensurate with the burden of disease) and to address research-capacity gaps.



4. Strengthening Our Organisation

Our Guiding Principles:

Our revenue-raising activities shall align with our purpose, values and ethics.

Our Aim

We only undertake revenue raising programs that are financially viable, scalable, sustainable and ethical

Our Goal


A diversified and growing revenue base that shall enable us to deliver our mission and desired goals

Our Priorities and Activities:

We shall streamline our fundraising efforts into five core programs:

- Individual donor
- Community fundraising
- Corporate partnerships
- Major giving and philanthropy
- Bequests

We shall work with Federal and State governments to explore revenue opportunities that deliver our purpose and desired goals.



To achieve our sustainable revenue goals, we shall:

- Integrate revenue-raising opportunities with our health programs.
- Develop a culture of innovation in our revenue-raising activities, and establish ourselves as a leader in fundraising practices.
- Use our resources to establish a life-journey approach to our relationship with donors and supporters.
- Be a leader in donor stewardship, fostering the community's understanding of heart disease and capacity to give.
- Explore alternative revenue-raising opportunities that are underpinned by an understanding of the market environment and people and communities most in need.
- Encourage philanthropic contributions by staff, volunteers and supporters.



5. Our People

Our Guiding Principles:

Guided by our values, our people (staff and volunteers) shall be empowered to deliver our purpose and strategy, and be supported through professional development and recognition.

Our Aim

One Heart, One Team


Our People Goal

A culture of high performance linked to our vision, mission, values and strategy

Our Priorities and Activities:

We shall:

- Enhance the Heart Foundation as an organisation that attracts and retains great people.
- Support our people with personal and professional development, and recognise and reward achievements.
- Increase staff engagement by investing in leadership development, building strong teams, and supporting each person to understand and fulfil their potential.
- Embed a culture of accountability focused on ownership of results, high-quality feedback and on-the-job coaching.
- Create a culture that supports and promotes innovation.

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- Link our values to purpose and performance, through the establishment of clear and measurable organisational targets.
 - Recognise and empower the role our volunteers play in delivering the Heart Foundation vision and mission.

Achieving the goal requires:

- The establishment of clear and measurable organisational goals and aims, which will be used to develop activities and targets for all of our people.
- Investment in the personal and professional development of our people, focused on supporting them to deliver our goals.
- Investment in systems and technology to support and enable our people to achieve high level of performance.
- Open and regular communication and engagement with our staff and volunteers.
- Being a leader in volunteer stewardship by supporting our volunteers to contribute to our purpose and goals.

