

Building Healthy Communities

Strategic Partnership from
Concept to Delivery

2019

**Medtronic Healthy
Communities Fund**



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Foreword

The Community Foundation for Ireland empowers individuals, families and companies to make a difference through a model of philanthropy based on trust, effectiveness and impact. While Ireland has a strong tradition of charitable giving, strategic and structured giving on the part of trusts and foundations is less developed. Therefore, the commitment by the Medtronic Foundation of €1 million to fund health-focused charities in Irish communities, was a significant and strategic opportunity to demonstrate the role that philanthropy can play in supporting healthy communities and we thank Medtronic for its investment and commitment to the Medtronic Healthy Communities Fund (Fund).

While Government bears the main responsibility in relation to health services, a core principle of the Healthy Ireland initiative is that all sectors have a role to play and need to work together. Within The Community Foundation for Ireland, we believe that philanthropy provides the opportunity to bring something quite different to the table and this has been demonstrated by the success and impact of the Fund.

In addition to the approximately 12,600 end users, 146 upskilled trainers and 134 local partner organisations that benefited from the Medtronic Healthy Communities Fund, grantees highlighted the far reaching benefits of the partnership approach to this multi annual grants scheme. In particular, the Fund provided the opportunity to take a strategic approach to addressing issues of access and equality in health, with the multi annual commitment of financial support being a key enabler. There were important insights and learnings in relation to rolling out health promotion and health prevention strategies within local communities which highlights the great opportunities that exist in the health sector for private funders to make a real difference. Perhaps most importantly, the Fund provided the opportunity to partner with innovative and strategic non-profit organisations and the results from these partnerships are the focus of this document. We hope that it will be a useful resource for philanthropic funders and not for profit organisations with an interest in promoting health and healthier communities.

Tina Roche,
Chief Executive,
The Community Foundation for Ireland

Medtronic Foundation is focused on improving health for underserved populations and supporting communities where Medtronic employees live and give. Our strategic goals are to improve health for over half of participants in our global health programmes and to double employee volunteerism.

Our work in Ireland is the perfect example of how collaboration of partners, strategic financial investment, and insights/skills from our employees deliver meaningful results when they are combined and put to work in a community.

For the past four years, the Medtronic Foundation worked with The Community Foundation of Ireland and four national health charity partners who share a collective vision of building healthy communities by expanding access to healthcare for underserved communities. The four partners are The Irish Cancer Society, The Irish Heart Foundation, Marie Keating Foundation, and Siel Bleu Ireland Ireland. Collectively, they developed programmes to address non-communicable diseases (NCDs) across all life stages. The in-depth work of these partners enabled action against the UN Sustainable Development Goals (SDGs) and increased capacity building and resource development for the sector, far exceeding our expectations.

Key lessons from this initiative include:

- > **Ensure a clear strategy, manage progress, and refocus to deliver results**
- > **Ensure resources and insights are enabled to manage across multiple partners and years**
- > **Stakeholder engagement requires clear role definition**

We hope that this document will be a useful resource for local, regional and national organisations, as well as private funders – in providing practical advice and guidance for those embarking on health promotion outcomes.

Thank you to our partners for their openness to new ideas, trust in sharing perspectives, and most importantly, their dedication to ensuring health access for the underserved. Their invaluable insights and lessons will undoubtedly spark bold efforts across many others who aim to improve healthcare for underserved populations in Ireland and beyond.

Paurvi Bhatt
President, Medtronic Foundation

Section 1: Overview

1.1 Purpose and overview of document

The overall purpose of this document is to demonstrate the value of prevention in health promotion work that is innovative, evidenced-based and led through a partnership approach (at national, regional and local ¹ level). It is intended to be a roadmap to responding to gaps in service access and provision and is a resource for other non-governmental organisations (NGO's) and funders, in particular those operating in communities at grass-roots level.

Significant insights, learning and knowledge in relation to working in partnership and programme implementation have resulted in the development of:

1. **A Partnership Framework** which illustrates a case for strategic investment which creates added value through philanthropic and non-governmental organisation (NGO) partnership and
2. **A Concept to Delivery** model for developing, delivering and testing health promotion interventions or programmes for community and education settings.

The **Partnership Framework** demonstrates to NGOs, government, Medtronic, and other philanthropic organisations the value and impact that can be created through working together. The framework also represents how the four national partners (Irish Cancer Society, Irish Heart Foundation, Marie Keating Foundation and Siel Bleu Ireland Ireland) innovatively maximised their skills, resources and reach in order to address the three objectives of the Medtronic Healthy Communities Fund.

The **Concept to Delivery** model demonstrates how organisations, engaging in cross-sectoral collaborations can develop and deliver programmes to meet the health needs of their target groups in community or education settings.

This section of the document provides the background and context to the Medtronic Healthy Communities Fund. In section 2, each of the four partners have showcased their programme design and process of implementation through **Case Studies**. These provide an in-depth view of their programme, whilst illuminating the impacts on the people that they serve. The case studies help to set the scene for the sections that follow.

Section 3 describes the **Partnership Framework** while Section 4 discusses the **Concept to Delivery Model**.

At the end of the document (Section 5), there is a list of useful **resources and tools** that the four partners found helpful to plan, design and implement their projects.

¹ Local and community are used interchangeably to refer to a particular area

1.2 Background to the partners

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Medtronic plc, headquartered in Dublin, Ireland, is among the world's largest medical technology, services and solutions companies – alleviating pain, restoring health and extending life for millions of people around the world. Medtronic employs more than 85,000 people worldwide, serving physicians, hospitals and patients in more than 160 countries. The company is focused on collaborating with stakeholders around the world to take healthcare Further, Together.

Medtronic Foundation focuses on expanding access to quality chronic disease care among underserved populations worldwide, in addition to supporting health initiatives in communities where Medtronic employees live and give. The Global Health work is focused on improving health outcomes for underserved populations around the world. For more information visit www.medtronic.com

The Community Foundation for Ireland is a leading philanthropic organisation in Ireland. The Community Foundation for Ireland makes a difference by inspiring a spirit of giving and by investing in people and solutions to benefit every community. For more information visit www.communityfoundation.ie

The Irish Heart Foundation is the national charity dedicated to eliminating premature death and disability from heart disease and stroke. Its mission is to lead the fight to prevent, save lives and make life better for those living with heart disease and stroke. The Irish Heart Foundation promotes health in communities, workplaces and schools from free heart health checks in the Mobile Health Unit, healthy eating and physical activity programmes and free CPR training. The foundation advocates for change and gives vital patient support through support groups and quality information. For more information visit www.irishheart.ie

Siel Bleu Ireland is a charity and social enterprise dedicated to tackling the growing epidemic of inactive ageing by offering affordable and accessible exercise programmes to older adults and people living with disease and disabilities. Each week, Siel Bleu Ireland's expert Physical Trainers deliver exercise programmes to over 5,750 people in 20 counties across Ireland. www.sielbleu.ie

The Irish Cancer Society is the national cancer charity in Ireland. The Society is working towards a future without cancer. The Society's key goals are to improve the lives of people with cancer and to support people to reduce their risk of cancer, so that fewer people get cancer and those who do have better outcomes. For more information on the work of the Irish Cancer Society visit www.cancer.ie

The Marie Keating Foundation is a leading voice in cancer awareness and information for both men and women in Ireland. The Foundation's mission is to make cancer less frightening by enlightening and to ensure that the people of Ireland know that early detection can save lives, it's aim is to achieve a world free from the fear of cancer. www.mariekeating.ie

1.3 Non Communicable Diseases

According to the World Health Organisation (WHO), Non Communicable Diseases (NCDs) are estimated to account for 91% of all deaths in Ireland. NCDs are diseases that are not passed on from person to person with four main types accounting for 70% of those deaths: cardiovascular diseases (29%), cancers (30%), chronic respiratory disease (9%) and diabetes (2%)².

Everyone is potentially vulnerable to NCDs. The main risk factors include unhealthy diets, lack of physical activity, exposure to tobacco, over exposure to the sun and harmful use of alcohol ³. The impact of NCDs is spread across society with a high cost burden in relation to providing health care for treatment - “In 2011, 12.5% (€1.68 billion) of the total health budget was spent on care of patients with these four chronic conditions”⁴ Those affected often have poor quality of life and a reduced ability to engage in economic development.

The occurrence of NCDs is heavily influenced by the social determinants of health with people experiencing economic disadvantage being disproportionately affected. Worryingly, in Ireland, one in five children are obese, one in five of the population smoke and it ranks as the fifth highest country for alcohol consumption per capita in Europe ⁵ (HSE, 2018). In 2010, the Institute of Public Health in Ireland, predicted that, without significant intervention, the prevalence of NCDs will increase by up to 40% by 2020⁶.

1.4 The Irish Context

According to the WHO and Healthy Ireland (government-led initiative aimed at improving the health and wellbeing of everyone living in Ireland) focusing on prevention and management of NCDs is essential to improve quality of life and to avoid health care becoming unaffordable. Both organisations also highlight that working in partnership with key stakeholders is integral to an intervention’s success. The call from policy makers is for health focused organisations (statutory and non-statutory) to work with communities, from pre-school to older people, in order to: implement anti-tobacco measures, reduce alcohol use, improve the quality of diet and increase physical activity.⁷

2 WHO, 2018: Non communicable Diseases Country Profiles

3 WHO, 2018 – 1, Non Communicable Diseases Factsheet

4 HSE, 2014: Preventing chronic disease: defining the problem, p XX

5 HSE, 2018: Community Health organisation Dublin North city/county; Healthy Ireland Implementation plan

6 Balanda et al, 2010: Making chronic conditions count, Institute of Public Health in Ireland

7 Department of Health, 2013: Healthy Ireland: A framework of improved health and wellbeing, HSE, 2014: Preventing chronic disease: defining the problem

1.5 The Medtronic Healthy Communities Fund

The Medtronic Foundation made a €1m commitment to health charities in Irish communities, in partnership with The Community Foundation for Ireland and the Ireland Funds. The Medtronic Healthy Communities Fund (the Fund) was established in 2015 to support innovative projects that improve health at the community level, especially for people who have been traditionally at risk from chronic diseases such as heart disease or diabetes, or are challenged in accessing existing healthcare services. The multi-annual Fund, managed and administered by The Community Foundation for Ireland, issued grants to organisations improving pathways to healthcare services, promoting healthcare and wellbeing, and tackling healthcare inequality.

Consistent with Medtronic’s global vision of building healthy communities by expanding access to health care for underserved communities, the Fund enables Medtronic to contribute to reducing health inequalities in line with the “Healthy Ireland” framework and the Sustainable Development Goal 3 - Good Health and Well-Being.

Six national partner organisations were selected in Year 1. Four of these Partners were brought forward into the second phase of Funding⁸, where their projects were further developed and rolled out to new communities using impactful partnerships with local not-for-profit organisations. The four partners are; The Irish Cancer Society; The Irish Heart Foundation; The Marie Keating Foundation and Siel Bleu Ireland Ireland (from now on referred to as Partners). Collectively, they have developed programmes to address NCD’s across all life stages from pre-schoolers to older adults.

The Partners’ programmes (see case studies in Section 2) were funded according to the key objectives of the initiative:

- **Siel Bleu Ireland’s** programme addresses equitable access to exercise programmes, delivered by appropriately qualified physical trainers for the management of Chronic Obstructive Pulmonary Disease (COPD) in older people
- **The Marie Keating Foundation** responds to the need for health promotion in secondary schools to create awareness in different types of cancers and associated risks, allowing children to make healthier choices in their lives going forward
- **The Irish Heart Foundation** partnered with Early Childhood Ireland to address health promotion in the early childhood setting, training educators to increase physical activity among the children
- **The Irish Cancer Society’s** programme responds to health inequalities by delivering health and wellbeing programmes to young adult learners in disadvantaged communities.

8 GIY Ireland and Dublin City University were partners in the first year

1.6 Learnings from the Medtronic Healthy Communities Fund

The grants allocated through the Fund had a significant impact and reach within the context of individual projects. However, an additional outcome from the Fund is the demonstration of the value of prevention work that is innovative, evidenced-based and works through a partnership approach (at national, regional and local⁹ level). Each partner has showcased their programme design and process of implementation through a case study, which gives a more in-depth view of their programme (Section 2), while illuminating the impacts on the people that they serve.

While the initial grants to the national partners were given as individual grants, over the timescale of the Medtronic Healthy Communities Fund, the Partners gained significant insights, learning and knowledge in relation to working in partnership and programme implementation. Reflections from the Partners' collaboration with each other unearthed a number of shared values and shared learnings. Arising from the collaborative approach, there were two additional unforeseen outcomes from the Medtronic Healthy Communities Fund which are the focus of this resource document, namely:

- a. The development of a Partnership Framework derived from the learnings of a multi-party NGO/Philanthropy partnership and the significant added value which can arise through adopting a partnership approach.
- b. The development of a Concept to Delivery Model for testing health promotion interventions in community and education settings at a national, regional and local level.

The Partners have brought their experience to this collaborative and reflective process to:

- Detail the experience of working in partnership
- Capture the knowledge and experience of implementing a project from concept to delivery in a user friendly way
- Encourage a reflective process of project implementation
- Be authentic while identifying pitfalls and potential challenges
- Promote the need for funding and resources
- Highlight the importance of relationship building and management
- Report the unexpected outcomes

⁹ Local and community are used interchangeably to refer to a particular area

Section 2: Case Studies

The experience of implementing a project when combined with reflection results in significant learning for all stakeholders involved. While implementing their projects, the Partners collaborated during a series of workshops to explore, unearth and share their experiences from working with their target groups.

Through these conversations the partners understood that they share similar goals and values in relation to project implementation, which resulted in the development of the Partnership Framework (section 3) and the Concept to Delivery Model (Section 4). While addressing NCDs at different stages of the lifespan and using different implementation methods of working, the Partners realised their commonality was linked through five interconnected themes:

A vision for the work they do

A focus on working in partnership

Being acutely aware of who they are serving and their presenting needs

The need for innovation to bridge the gap in service access and provision

To be able to demonstrate their impact and explore options for sustainability

Using the five themes, each of the Partners developed a case study to showcase their work and to illustrate their process of engagement. The case studies give a more in-depth view of each of the programmes and offers an opportunity to highlight the impact of the work and the potential for sustainability.

2.1 Case Study: Irish Cancer Society

Fit for Work and Life: A regionally organised, community health and wellbeing programme for young unemployed adults.



Introduction

This case study highlights the benefit of taking a partnership approach at every level to innovate, build capacity and to have a wider impact on reducing health inequalities and chronic disease. In line with national policy¹⁰, targeted actions to promote healthy behaviours for prevention of cancer in disadvantaged communities is the goal. In 2013, the Irish Cancer Society conducted an action research project to identify the best way to communicate the messages of the European Code against Cancer to groups of young adults participating in community-based adult education and training programmes. From this concept, Fit for Work and Life (FFWL) was developed. It is a community health and wellbeing programme delivered using a capacity-building model. It mobilises young adults engaged in employment and training programmes, to increase their knowledge and skills around healthy living, cancer and chronic disease prevention. The FFWL programme now operates in six regions and has benefited over 500 participants each year.

Why we chose our partner(s)

The FFWL programme was first conceived at local level in the north inner city of Dublin. Based on an identified need, we worked with our community partner and beneficiaries to co-develop the content and structure of the programme, based on the 2014 European Code Against Cancer¹¹. The beneficiaries' input at the early stage of development was invaluable. This sustained the buy-in of local community partners, who wanted to include FFWL as part of their overall service delivery. Our work highlighted the gap that existed - where there were no validated health and wellbeing programmes for learners who wanted to progress into employment or further vocational training.

Our goals also aligned well with those of our national partner - the Education and Training Board of Ireland (ETBI). They aim to address educational disadvantage, access, social inclusion and employment. They recognised the same gap in service provision, i.e. the need to embed health and wellbeing into mainstream training and employment programmes, so that unemployed people could be sustained for work and family life. A shared vision, buy-in and commitment was thus ensured.

¹⁰ Healthy Ireland (2014) <https://health.gov.ie/wp-content/uploads/2014/03/HealthyIrelandBrochureWA2.pdf>. Accessed 6th June 2019 European code against Cancer (2014). <https://www.europeancancerleagues.org/cancer-prevention-the-european-code-against-cancer/>

¹¹ European code against Cancer (2014). <https://www.europeancancerleagues.org/cancer-prevention-the-european-code-against-cancer/>

Section 2: Case Studies

Our regional partners¹² play a key role in the implementation of FFWL. The value of our regional partners lies in their ability to use their local knowledge and expertise to work with the community organisations best-placed to deliver the programme to beneficiaries. Our regional partners are now connected to Local Community Development Committees (LCDCs) and healthy county plans. Many are now part of the Healthy Ireland network – making connections with others to the benefit of service users. Partnership-working is constructive, mutually beneficial and impactful.

Who we are serving?

Young unemployed adults are the main beneficiaries. To build capacity, regional partners select suitable candidates to be trained as community facilitators in collaboration with the Irish Institute of Training and Development (IITD). The enthusiasm of individuals can be harnessed and new champions found for the programme. This has proven to be an effective way to deliver programmes to the intended beneficiaries.

The innovation we have brought to the initiative

One of the main recommendations arising from a recent programme evaluation was that FFWL should be accredited in order to add value and to provide a springboard for participants to engage in further education. This will provide progression routes for unemployed people with an interest in health and wellbeing to access further vocational education and training programmes. The CDET and the Irish Cancer Society have successfully gained a Quality and Qualifications (QQI) level 4 accreditation in health and wellbeing for the programme. Over the next 5 years they will work together to bring FFWL to a range of ETB centres for the benefit of young adult learners¹³.

Impact and sustainability

An evaluation was conducted in collaboration with researchers at Carlow Institute of Technology¹⁴. It was important that evaluation tools were reviewed by our community partners. Individual impact, the delivery process, and aspects of the partnerships themselves were tested. Beneficiaries had improved health knowledge and behaviours, felt empowered, more confident and hopeful for the future. The community partners found the programme fitted their ethos and filled the gap in service provision previously identified. One long term goal is to develop a practical evidence-based evaluation framework to demonstrate impact at community level.

To work towards sustainability, the programme is being scaled-up based on a model of delivery through ETBs in each county, once accreditation has been achieved (expected early 2020). This will allow for deeper strategic work at a regional level. Community partnerships need to be acknowledged and resourced in a strategic way to achieve the goals of Healthy Ireland, for example through the LCDC and healthy county structures. There is a role for government in fostering partnership at every level.

¹² Regional partners are located in two cities; a rural area, a city suburb and one partner working with a specific population group

¹³ Quality and Qualifications Ireland (QQI) Level 4 Special Purpose Award in Health and Wellbeing - Fit for Work and Life.

¹⁴ Fit for Work and Life community health and wellbeing – Evaluation and Recommendations (2019). www.cancer.ie/fit-for-work-2019

2.2 Case study: The Marie Keating Foundation

Your Health Your Choice: *A health education programme for secondary school students*

Introduction:

This case study highlights the value of adopting a partnership approach in rolling out a health prevention strategy in an education setting.

The Marie Keating Foundation's (MKF) vision is "to make cancer less frightening by enlightening". Evidence shows that we can help prevent 4 out of 10 cancers by: not smoking, limiting how much alcohol we drink, eating a healthy diet and being a healthy body weight, being physically active and avoiding too much exposure to the sun. Your Health Your Choice (YHYC) is a lesson plan targeted towards young people that has advice on the changes that you can make and how you can fit them into your everyday life to reduce your risk of cancer. The Marie Keating Foundation (MKF) integrated the content of YHYC into their School's Cancer Awareness Programme (CAP), which educates secondary school students on the signs and symptoms of common cancers and on the importance of early detection and lifestyle choices in order to prevent cancer.



Why we chose our partners

Our nursing service's strategic objective is to provide cancer awareness and education programmes in marginalised and disadvantaged communities. We chose to partner with three universities in order to extend the reach of YHYC to 8,000 young people across Ireland. To achieve our target it was imperative, based on our limited resources, that we partnered with established educational institutions to utilise untapped resources, i.e. post-graduate nursing students to facilitate our programme. We chose nursing students as they have a medical background, meaning that they would require limited training to be upskilled to roll out YHYC. The train-the-trainer programme we developed was well accepted by the three universities and the nursing graduates trained.

One university and their post-graduate nurses focused solely on DEIS (Delivery Equality of opportunity In Schools) schools in lower socio economic communities in Dublin. The nursing graduates from the two other Universities delivered the programme to a mix of schools from different demographic areas.

The postgraduate nurses reported that student engagement was overwhelmingly positive and that YHYC was having a positive impact on them. Throughout the programme, the young people expressed an interest in cancer risk factors and were eager to learn about preventative measures.

"Being an instructor on the Marie Keating Foundation programme Your Health Your Choice has in many ways opened my eyes to the needs of cancer awareness among adolescents. It's hard to explain in words how this programme made an impact. It certainly educated and created awareness among adolescents, but it also gave them the opportunity to talk about their own experiences". **(Words of a post-graduate nurse in the southeast Ireland, 2018.)**

Section 2: Case Studies

Who are we serving?

Our target group are young people in Ireland who attend secondary schools as they are increasingly exposed to health risk factors, including alcohol, tobacco, drug abuse and obesity. Such risks can have severe health consequences. The importance of adolescent health and wellbeing is highlighted in Irish and international literature (Healthy Ireland, 2012; WHO, 2019). Adolescents have particular health needs with regard to physical, social, sexual, emotional and cognitive development as it is one of the most rapidly changing phases of human development. Adolescents bring opportunities for challenges regarding preventive measures in improving health and wellbeing, and cancer awareness programmes play a key supporting role in making health developmental transitions from young adolescents to older adulthood (Harris et al, 2017).

The innovation we have brought to the initiative

Building on utilising untapped resources in universities, through a bursary from the MKF, we are partnering with a group of professionals in one of the universities to conduct a PhD study on YHYC. The PhD student was one of the original post-graduate students who was particularly interested in the programme and conducted an initial literature review on methods to measure its impacts on the young people. Currently, the literature review is being continued to link our programme to international work and an evaluation framework is being developed. In the last quarter of 2019 continuing into 2020, data will be collected on school-based young people who have engaged in our programme to measure change, impact and outcomes. Feedback from students will be collected through a pre and post programme survey. This data will give important insights and information on the effectiveness of YHYC with a particular focus on measuring the young people's understanding of the risk factors and the preventative measures in relation to cancer. This will be the first study in Ireland on a school based cancer awareness programme.

Impact and Sustainability

To date, the MKF, using untapped resources and expertise of three universities and nine of their students have delivered YHYC in a total of 64 schools, with a reach of 6,123 students nationally.

The partnership with Medtronic Foundation has been a successful and impactful collaboration in many respects. It allowed us to develop a cancer prevention programme for young people that has an innovative and well received model of delivery. Through our partnerships we were able to expand our reach to a much wider audience and drive home our cancer prevention message to school students. The partnership has also enabled us to highlight our work with three universities and recruit new 'ambassadors' for the MKF.

One of universities we partnered is keen to continue working with us as our ethos aligns with theirs in relation to using innovative ways to support community engagement.

YHYC was informed initially by the Healthy Ireland Survey, October, 2015. We are linked to Healthy Ireland's, Health and Wellbeing strategy 2015-2017 to align specifically with the aim of "Assisting to reduce the risk to our population's health and burden of cancer".

2.3 Case Study: Siel Bleu Ireland Ireland

Exercise, COPD & Me: A community based pulmonary exercise programme for people living with chronic lung disease

Introduction:

This case study highlights the public health benefits from taking a health programme from a clinical into a local community setting.



COPD (Chronic Obstructive Pulmonary Disease) is the umbrella term for lung conditions that limit the airways and cause breathing difficulties and is the fourth leading cause of death in Ireland. Exercise, COPD & Me is a community based pulmonary exercise programme for people living with chronic lung disease. In partnership with COPD Support Ireland and local professional physical trainers, the goal is to offer people living with the disease a means to access quality exercise classes, delivered by health professionals (from Siel Bleu Ireland) in a peer supported environment at an accessible price. There is a substantial deficit of programmes like this in the community. The programme aims to counteract the spiral of decline associated with the sedentary behaviours of people living with the disease. Typically, when a person is diagnosed with COPD they will take part in an 8-12 week hospital based pulmonary programme and upon completion there are limited follow-up services available.

Who we are serving?

There are currently an estimated 360,000 people living with the disease, but only 110,000 have been diagnosed. While COPD is incurable, medication, exercise and diet can help to manage the condition. Upon diagnosis, a person will typically take part in a hospital based pulmonary rehabilitation programme where they will learn about managing their disease. However, due to resource strain, there are very few options available for people upon discharge from the hospital programme. In 2018, 656 classes were delivered to 380 participants by 14 trainers in 11 counties. Currently, there are 24 Exercise, COPD & Me classes running each week and the programme is being rolled out in France, Spain & Belgium.

Thelma Foley, 78, from Bayside in Dublin was a lifelong smoker. After years of consistently being diagnosed with bronchitis and it taking its toll on her wellbeing, she decided it was finally time to give up cigarettes. However, only one year after finally quitting, Thelma was diagnosed with COPD. Since diagnosis, Thelma was consistently in and out of hospital due to complications from the disease, averaging visits twice to three times a week. During one visit she became aware that an Exercise, COPD & Me programme was going to be run in her local area funded by The Medtronic Healthy Communities Fund. The group became so strong they decided to register as an official COPD Support Group within the first year.

Section 2: Case Studies

The Innovation of the Exercise, COPD & Me Programme

The programme was designed by Siel Bleu Ireland, COPD Support Ireland, the Health Service Executive (HSE) and St Michael's Hospital (Dun Laoghaire). It is currently undergoing a Social Return on Investment (SROI) evaluation. The innovation of the programme is that it is designed to pick up where the hospital pulmonary programmes end, to prevent further disease related decline and improve participants' aerobic capacity. The programme is helping to lessen the burden on the health system and on pulmonary medical staff who, until this point, did not have an appropriate setting to refer their patients to upon discharge. Exercise, COPD & Me is the first nearly national pulmonary exercise programme to take place outside the clinical setting, in local community centres where people can feel comfortable.

Our Partners

Siel Bleu Ireland developed Exercise, COPD & Me in partnership with COPD Support Ireland (the only national support and advocacy body for the disease) to meet the needs of their members; they have the link to those who need the programmes and they can provide the professional programmes needed by their members. The Exercise, COPD & Me programme is designed and delivered by Siel Bleu Ireland expert physical trainers, which ensures that people with COPD have access to a safe and professional programme that helps to prevent further decline.

The Impact

"I really enjoy the social element as well as the exercises; they have helped me to do things I thought I wouldn't be able to do again" says Thelma. Perhaps Thelma's biggest achievements have been in what she no longer needs to do. In the three years since starting the class, Thelma has only had two short hospitalisations, a massive change from multiple times per week, much to her delight and the relief of her family. Thelma has also been taken off oxygen when at rest, meaning she is no longer required to be connected to at-home oxygen 24-hours per day. Thelma's pulmonary nurse and physiotherapists attribute these achievements to her exercise class.

Sustainability

Initial physical assessment results certainly suggest the Exercise, COPD & Me programme is helping with secondary prevention of further decline due to the disease and in some cases increasing aerobic capacity. Anecdotal feedback, such as Thelma's demonstrates the powerful impact the programme is having on people's lives. But, in order to ensure the continued, long term success and funding of the programme, we have determined a more in-depth analysis of the Exercise, COPD & Me social value is necessary to make a case for long term funding.

Through the Medtronic Healthy Communities Fund we are commissioning a Social Return on Investment study which is expected to demonstrate the societal impact of the programme and ensure that more people, like Thelma, will have positive experiences.

2.4 Case Study: Irish Heart Foundation

Kids Active: A programme designed to increase the physical activity levels of children in preschool settings in Ireland.



Introduction:

This case study demonstrates the value of prevention work targeted towards a young cohort and working through a partnership approach.

Recent studies have shown that almost one third of Irish children are now overweight. Kids Active is an early intervention programme which aims to address this. The programme focuses on introducing fundamental movement skills (FMS) through physical activity (PA) in pre-school children. These skills are essential when ensuring their future health and contributing towards the prevention of cardiovascular disease. The Irish Heart Foundation recognises that by addressing the issue at such an early stage, you increase the chances of interest in physical activity continuing through adolescence and adulthood.

The Kids Active programme (designed by experts in physical activity, fundamental movement skills and early childhood from the Irish Heart Foundation, Early Childhood Ireland, Dublin City University and University College Cork) consisted of four hours of preschool educator in-service training, a Kids Active resource pack with six weekly activity cards and four fundamental movement skills cards and posters. Educators were also invited to join a private Facebook group as an online Community of Practice.

Why we chose our partner

Early Childhood Ireland (ECI) is the largest organisation in the early years sector. They represent 3,800 childcare members, who support over 100,000 children and their families through preschool, afterschool, and full day-care provision nationwide. ECI was a fitting choice as a partner as their vision and mission are about advocating for the child and providing quality experiences for them and their families. The setting of pre-school was an integral part of the programme.

Section 2: Case Studies

Who are we serving?

This programme was aimed at young children in a pre-school setting. Early childhood, from birth to six years old, represents a critical period for general motor development. A number of basic movements which are considered to be the building blocks for Physical Activity (PA) throughout the lifespan are known as fundamental movement skills (FMS). These skills are essential, and the early childhood education environment provides an ideal opportunity to develop solid foundations for children's PA and motor skills

Not only does Kids Active ensure the children have a positive experience of physical activity but it contributes towards building confidence, resilience and self-esteem through the activities completed.

Impact and sustainability

An evaluation was completed following the initial six-week pilot which had very positive results in showing the potential impact of the programme and it is hoped that the benefits will be sustained through the lifetime of the young children. In the evaluation they monitored a group who were participating in Kids Active and a control group. Although increases were small, there were significant differences between the two groups in physical activity and overhand throw proficiency, which highlighted the need for the Kids Active programme in early childhood settings in Ireland.

Educators who took part in the Kids Active training had increased confidence in providing physical activity opportunities for children and therefore, we saw an increase in the amount of time spent on physical activity in the day.

The programme has been a very positive experience for ECI and they have taken over the running of the programme. They themselves have evaluated Kids Active and are working on an online resource to ensure the sustainability of the programme. This will also ensure the programme can be scaled up and available to all Early Childhood centers increasing access to all children.

Some comments from the educators who implemented Kids Active:

"Such simple activities but effective. I have noticed a difference in the children and building up their confidence."

"Kids really enjoyed being active. The simple activities are quite effective, and I have noticed a major difference in the children throwing, catching, running and jumping. I really enjoyed it!"

Section 2: Case Studies

2.5 Summary

In line with the Medtronic Healthy Communities Fund and the Healthy Ireland Framework, the Partners are leading the way in developing effective health interventions.

The Partners address NCDs with interventions that are underpinned by national and international policy. The programmes they develop are implemented using an evidence informed, partnership model that promotes health and wellbeing at community level. Moreover, the Partners are innovating and evidencing programmes that can be (with the necessary resources) up-scaled and rolled out across the country to improve quality of life, prevent NCDs and reduce the cost of health care in Ireland.

The case studies bring to life the objectives of the Fund by illuminating the process of how to bridge the gap in service access and provision in underserved communities. This is done through innovation, collaboration, strategic partnering and quality programme delivery.

As demonstrated throughout the case studies, the Partners are clearly showing how they are adding value for the people they work with. Through their collaborative approach, the Partners are maximising their skills, resources and reach. Furthermore, this approach supports those they collaborate with to achieve their respective organisational targets and objectives.

Irish and international research highlights the need for programmes to be supported to address NCD's that improve quality of life and reduce the burden of cost on the state. Initial findings from the evaluations completed so far, and anecdotal feedback from beneficiaries and other stakeholders, make a strong case for the programmes, not only be continued, but to be resourced and upscaled across the country.



Section 3. Learnings from developing a multi-party NGO/ Philanthropy partnership

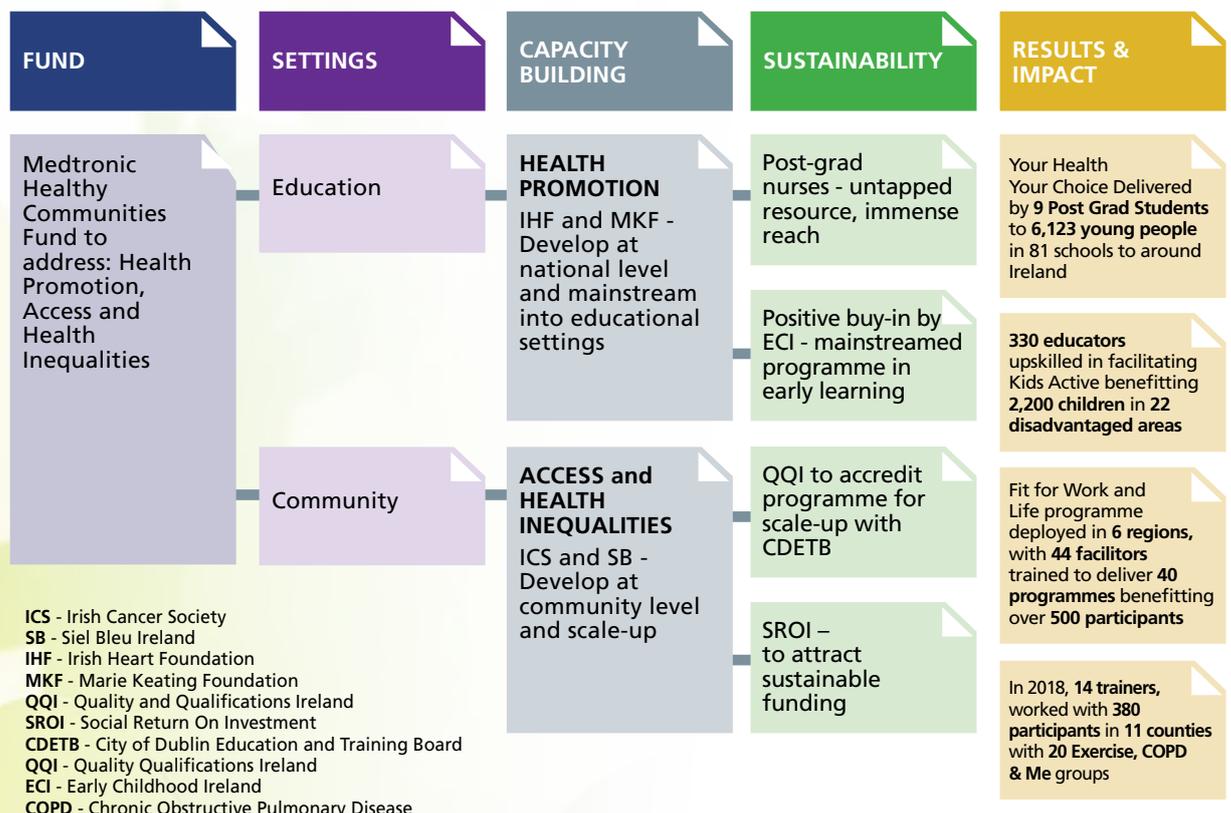
3.1 Introduction

A key objective of this resource document is to demonstrate to NGOs, Government, and other private funders, the value and impact that is created through multi-year funding and strategic partnership in contrast to once off or single year ad hoc funding.

Importantly, the Fund called for innovation, and the partners demonstrated this by maximising resources and capacity to work towards sustainability. This approach demonstrated impressive outcomes in terms of reach and impact. Working together, the partners decided to capture this process in a Partnership Framework model (see below).

Partners have learned from both their successes and challenges experienced through implementing their respective programmes. They have added value to both the mission and strategic goals of the organisations involved. They have also strengthened their position as leaders in the movement to ensure access to health care for all and reduce the burden of cancer and other NCDs.

3.2 Partnership Framework: creating added value through philanthropic and NGO partnership



Section 3. Learnings from developing a multi-party NGO/ Philanthropy partnership

This Partnership Framework above developed by the four partners illustrates how the Fund was applied to both education and community settings, how each organisation approached the task of building capacity and how they came up with unique ways to address the sustainability of their programmes. This in turn led to programmes having very large reach and impact.

Collectively, the Partners were funded to address health promotion, access to services and health inequalities in education and community settings across the life cycles. They did this through working in partnership with community and/or national organisations to support the delivery of their programmes using different methods of working¹⁵:

- Working with community organisations¹⁶ to deliver the programme to their existing participants
- Weaving their programme, as one module, into an existing course
- Providing the programme as a standalone service in the community
- Partnering with a national organisation to upskill their staff to roll out the programme across the country.

Each Partner chose their approach to meet the specific needs of local organisations. This approach builds strong foundations to maximise opportunities for future sustainability. The Partners are working towards sustainability in different ways (see Section 2 case studies) including:

- Marie Keating Foundation are utilising untapped resources by upskilling nine postgraduate nurses to facilitate their programmes. To date, they have run their programme in 81 schools reaching 6,123 young people. They are also partnering a university to conduct an evaluation on their programme by providing a bursary to a PhD student.
- Irish Cancer Society have implemented the Fit For Work and Life Programme in 6 regions, by training 44 community facilitators to deliver 40 programmes benefiting over 500 participants. A main recommendation from the evaluation to accredit the programme in order to up-scale and add value for the beneficiaries, has been achieved.
- Irish Heart Foundation upskilled 330 educators to facilitate Kids Active benefiting 2,200 children in 22 disadvantaged areas and the programme has now been adopted by Early Childhood Ireland who are expanding the training and developing an on-line resource to increase access and ensure sustainability.
- Siel Bleu Ireland have 14 trainers, working with 380 participants in 11 counties with 20 Exercise, COPD & Me groups currently actively. To make a case for continued funding they commissioned a social return on investment evaluation that will provide solid evidence of value for money and the long term impact of their programmes on individuals and society.

The partnership between the Medtronic Foundation (Fund) and the four Partners facilitated impressive outcomes in terms of reach and impact at individual and community level with over 12,500 people benefiting directly from their programmes.

¹⁵ Some of the partners used one modality, while others used a number of them see case studies for more information.

¹⁶ Also referred to as local organisations

Section 4: Concept to Delivery:

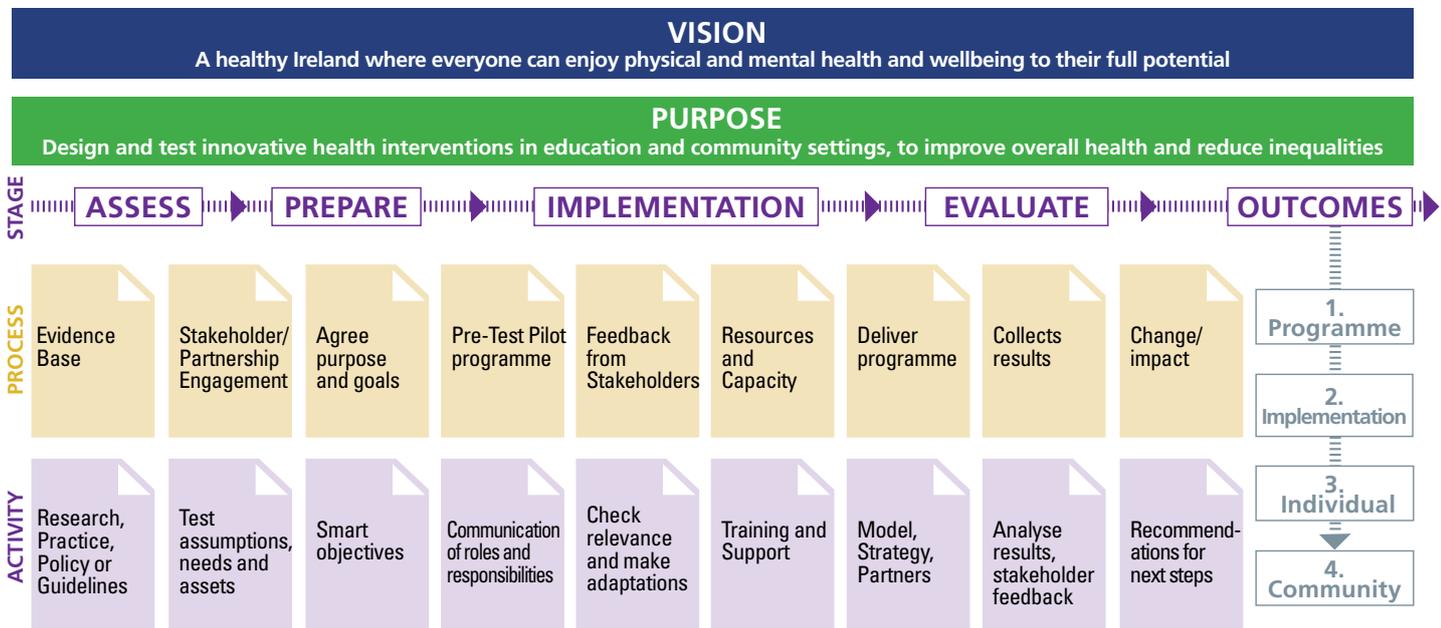
A model for for delivering and testing

4.1 Model for delivering and testing

The Model materialised through conversations about the Partners’ experience of implementing their respective projects/programmes¹⁷ and funding in the final year from the Medtronic Foundation which focused on capacity building. The purpose of the Concept to Delivery model is to demonstrate a methodology for developing and delivering programmes to meet the health needs of their target groups, using a cross-sectoral partnership approach, operating at national, regional and local levels.

With the support of the Medtronic Foundation, the Partners collaborated to distil and identify common critical points along their project development pathway, which are based on learnings derived from their individual experiences of implementation and evaluation. Through this work, the Partners developed a model which reflected the experience of the National Partners individually and collectively. The model which emerged aligned closely with other evidence-based models¹⁸.

Model for testing health promotion interventions in community and education settings (at national, regional, and local level).



This Model is intended to be a guide for NGO’s to develop and implement a health intervention, programme or project, using an experiential process of working in partnership (at national, regional and/or community level).

¹⁷ Project and/or programme is used interchangeably throughout the document to refer to the work undertaken by the Partners

¹⁸ For example, Implementation Science at a Glance, National Cancer Institute, 2019

Section 4: Concept to Delivery: A model for delivering and testing

4.2 Key Stages of Project/Programme Implementation

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The concept to delivery process is divided into five interconnected stages. The reflection needs to focus on learning gathered throughout each stage to identify what is working and what needs to be changed and/or adapted. It is helpful to consider resources (funding, capacity and personnel) throughout the stages to help ensure viability of the project.

It is essential to have each stage completed and signed off before moving on to the next one. However, the process is not always linear as there may be a need to revisit a stage based on insights gained from feedback and reflection.

Stage 1: Assess

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Stage 1 is the foundation on which a successful project is developed. Spending sufficient time and resources to engage with your stakeholders at this stage will help ensure that the project responds appropriately to the emerging needs of your target beneficiaries.

Map out the evidence base:

- Identify the problem (health need). What is the size and nature of the issue you want to address?
- Conduct a desk review (research, practice, policy or guidelines) to identify existing evidence, approaches, or projects addressing similar problems, as well as relevant national/ international public policy.
- Based on the review, identify key stakeholders and potential partners.
- Write a short concept note that includes the rationale for the proposed project and its scope.

Section 4: Concept to Delivery: A model for delivering and testing

Scope out the stakeholder/ partnership engagement

The Partners utilised different delivery methods (outlined above) to develop and implement their programmes. Integral to their success was the relationships they developed and maintained with their national, regional or local/community partners. Forming strategic partnerships early in the process in order to test assumptions, explore needs and assets will strengthen the foundation of the project. The key to successful partnership is ensuring a shared understanding of values and partnership working. Below is a guide to building relationships and things to consider when working in partnership.

- Meet the identified partners/stakeholders face to face to explore their interest, capacity and needs in relation to the problem you are working to address.
- Conduct a needs analysis to identify gaps, assets and confirm that the problem you have identified is a priority for your target group. This will also inform what resources, capacity and expertise is required to provide the intervention. Potential partners (strategic, funding, technical and beneficiaries) will be identified and their interest in the project gauged.
- Agree a shared vision, expectations and expected outcomes with your partners/stakeholders.
- Conduct a SWOT analysis to identify the strengths, weaknesses, opportunities and threats to your partnership project.
- Agree how the partners will communicate with each other as this is integral to the success of implementation.
- Spend time exploring the impact that implementing the project will have on each of the partners - especially for the partners who are grassroots¹⁹ organisations with limited capacity and resources. At this stage it is important to put a plan in place to respond to resource issues.
- Estimate the budget and resources required for the project and update the proposal.

Key questions in Stage 1 Assess

Are we clear about the problem we want to address?

Do the beneficiaries think the problem is a priority for them?

Are there appropriate potential partners willing to be involved?

Is there a need for a new intervention or is there one already available?

Is there research data available to help build an intervention?

Is there a strong outline proposal in place to present to implementing partners and potential funders?

Do we have committed organisations in place to form a successful partnership with?

Is the SWOT analysis complete and do we have a plan in place to respond to the findings?

Do we have access to the appropriate resources – financial, technical and personnel?

¹⁹ Also known as community and/or local organisations

Section 4: Concept to Delivery: A model for delivering and testing

Stage 2: Prepare

In this stage, it is essential to think about quality assurance, risk assessment, resources, capacity and evaluation.

Agree the purpose and goals of the project

- State objectives that are specific, measurable, achievable, realistic and time bound (SMART) and develop a project proposal that:
 - Outlines the full cost of the project and where the resources will be sought
 - States why your project is important – what problem it is addressing or the gap it is filling in current service provision
 - Outline how you will achieve your objectives
 - Include a logic model or description that highlights the purpose, highlights the intended outcomes and how you will evidence that it works (evaluation)
 - Convinces the potential funders that you have the capacity to do it
 - Outline timelines for the proposal
- Develop a memorandum of understanding (MOU) that clearly defines values and principles of the agreement, the roles and responsibilities of each organisation also including how you will respond to emerging challenges and/or conflicts. The MOU should specify which organisation, if any, holds the intellectual property for the project/programme and who is responsible for quality assurance, governance oversight and the welfare of the beneficiaries. It outlines the issues of project governance, quality assurance and a process for managing any disputes or conflicts that may arise.
- Review and agree the project proposal with the partners/stakeholders to identify gaps.
- Apply for funding.

Pre-test pilot programmes

- Develop content design (based on initial research in stage 1) and decide if it will be an 'off-the-shelf' programme, brand new or a mixture of both.
- Test the programme or elements of it in order to co-develop the content with partners/stakeholders and beneficiaries
- Communicates the roles and responsibilities of the different partners including who is going to implement the project/programme, how are those delivering the programme quality approved and/or trained up and how to ensure consistency of standards.
- Undertake a risk assessment and develop a risk register, where necessary.
- Develop an evaluation framework that includes a baseline assessment of programme participants so that you can measure the impact of their engagement.

Section 4: Concept to Delivery: A model for delivering and testing

- Set and agree markers of a successful project implementation e.g. the number of participants attending and completing the programme, the target demographic, responding to emerging issues presented by the participants, participants' benefit from the programme, including behaviour change. The markers of success may be different for every project and will be influenced by the objectives that you set for the project desk review.
- If commissioning an external evaluator/ researcher, they need to be recruited at this stage. The evaluator/researcher will facilitate the development of your evaluation framework.

Key questions in Stage 2 Prepare

Are there SMART objectives in place?

Is there a costed project proposal developed?

Is there an evidenced informed programme in place?

Have you agreed the delivery model?

Do we have a methodology of engagement that is appropriate?

Do we have the necessary resources (admin, financial, materials, and personnel) in place?

Do we have skilled people to run the programme?

Have we agreed an MOU?

Have you set aside resources to put an evaluation framework in place? Have you designed your evaluation tools?

Are the partners/stakeholders clear on their roles and responsibilities in relation to management and delivery of the intervention?

Stage 3- Implement

Implementation is the way that the programme will be delivered to the beneficiaries based on the initial research, partners' MOU and programme design. Take time after the initial testing stages to meet your stakeholders and make any necessary changes to your delivery model before full implementation. Incorporate and change into your project plan. Based on your delivery model, identify what supports are required e.g. facilitators to run the programme, train-the-trainers, re-fresher training, materials, guidance packages, tools and templates.

Secure feedback from stakeholders

Eliciting feedback from the key stakeholders will:

- Help to ensure that the programme continues to be relevant to the needs of the beneficiaries.
- Provide information on which parts of the programme, if any, requires adaption.
- Manage expectations regarding fidelity to the programme. It will give an opportunity for the programme developers to review the method of programme delivery with key stakeholders.

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Ensure resources and capacity to deliver programme are in place

Based on your delivery model, ensure you have participants and requisite resources in place.

Deliver programme

Integral to successful programme delivery is adherence to the model and strategy developed, while ensuring that all stakeholders are accountable for their specific roles.

- Run the programme in line with the resources (administration, financial, materials, and personnel) identified during Stage 1.
- Conduct a baseline assessment with participants.
- Meet with key stakeholders (implementing partners, people who are delivering the programmes and evaluator) regularly throughout the programme to review learning, respond to emerging challenges/ issues and, if necessary, add/remove/change programme content.
- Conduct a final assessment with participants as outlined in the evaluation framework.

Key questions in Stage 3 Implement

Have the stakeholders had an opportunity to feed into the final programme development?

Have you agreed how to check that the programme will be delivered as intended (fidelity)?

Have you got a recruitment plan in place and will you have sufficient participants to start the programme?

Has the baseline and final evaluation taken place?

Have you put a plan for evaluation in place for pre-evaluation and post-delivery for participants?

Stage 4 - Evaluate

Evaluation provides the opportunity to collect and then analyse information on the process, content and outcomes of the programme implemented. The evaluation results will provide the stakeholders with evidence of any changes that took place because of the programme and impacts it had on the beneficiaries.

Now is the time to analyse the data collected at stage 3.

Take some time, with your partners and stakeholders, to explore what is next for your programme. Reflecting on learning from implementation and discussing the outcomes from the evaluation will help inform whether to continue the programme and/or identify what improvements are necessary.

- Hold key stakeholders meeting to review findings from the evaluation and the experience of working together. It is important to explore next steps.
- Discuss any changes you want to make to implement the programme again.

Section 4: Concept to Delivery: A model for delivering and testing

- Develop a plan for sustainability and/or scalability that explores a number of key factors including: organisational capacity, funding, strategic planning, evaluation results, partnerships, communications, programme adaptation, and environmental support²⁰
- Complete evaluation includes: impacts and outcomes (for all stakeholders), recommendations for next steps, changes/additions to the process and programme and value for money.
- Prepare a report for stakeholders including funders with recommendations for next steps. This could include a new proposal for more sustainable or ongoing funding.

Key questions in Stage 4 Evaluate

Did you have a stakeholders meeting to review evaluation results?

Have you updated your programme based on the findings from the evaluation?

Is there a sustainability plan in place?

Is the evaluation report complete?

Stage 5: Outcomes

Assessing change/impact

There are four types of outcomes that can be determined once a programme has been fully implemented and evaluated, these are:

1. Programme outputs - this generally includes how many programmes were delivered, numbers of trainers trained, and reach of programme in terms of numbers of beneficiaries who participated.
2. Implementation outcomes – this is sometimes referred to as a ‘process evaluation’ and can include factors such as stakeholder buy in, beneficiary engagement or recruitment. Practical issues such as communication, clarity of roles and responsibilities, adherence to the programme, cost effectiveness, and integration into the community can also be evaluated.
3. Individual outcomes can include factors such as knowledge, physical improvements, change in behaviour, social connectedness, quality of life, feelings of empowerment and confidence.
4. Community outcomes – Using this approach, it would be inevitable that programmes will have an impact at community level and that individuals will share their knowledge and behavioural changes with family and friends. However, at the moment, the evidence for this is anecdotal. The 4 Partners were able to find ways to measure the first three outcomes. Deriving an evidence-based framework designed to capture the community level impacts of programmes beyond individual outcomes remains the challenge in health promotion research. It is important to stay abreast of any such developments and to be mindful of the wider policy context including Healthy Ireland and the Sustainable Development Goals.

²⁰ see resources for a link to a guide

Section 4: Concept to Delivery: A model for delivering and testing

4.3 Summary

The impact of the Medtronic Healthy Communities Fund's multi-annual funding is clearly demonstrated by the high-quality, effective, far-reaching and cost-effective health intervention programmes described in this report. Both research evaluations and anecdotal evidence from stakeholders show that these innovative programmes have made a difference to the lives of individual beneficiaries, their friends, families and communities across Ireland. They are practical and proven working examples of how Healthy Ireland goals to reduce NCDs can span the lifecycle and be implemented in different settings (community and education).

Through coming together, the four Partners had a unique opportunity to align their common goals, share their learnings and document this experience, for the benefit of other NGO's, philanthropic investors and those working in health promotion. The Concept to Delivery model is intended to be a step-by-step guide outlining critical steps along the journey to successful roll-out of any evidence-based health intervention. Themes such as resourcing, maintaining buy-in from stakeholders and beneficiaries, good communication and planning for the future all underlie the model.

As Ireland faces into a future where reducing the burden of NCD's is vital for our health service as it copes with an aging population, the challenge will be to deliver effective health interventions backed by long-term and sustainable funding.

Section 5: To find out more

5.1 List of useful tools and resources

1. Identifying a Problem: Community Toolbox <https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/analyzing-community-problems/main>
2. Needs Analysis: Firm Foundations A Framework and Tools for identifying and acting on the needs of young people is a helpful resource <https://fdys.ie/wp-content/uploads/2016/02/Firm-Foundations-by-Tessa-Hibbert.pdf>
3. How to write a successful proposal https://www.ucc.ie/en/research/support/funding/apply/successful_proposal/
4. Developing a sustainability plan – Programme Sustainability Tool <https://www.sustaintool.org/understand/>
5. Project Management Tools <https://www.professionaldevelopment.ie/guides/guide-to-prince2.pdf>
6. Risk Assessment <https://www.besmart.ie/>
7. MOU Template <https://nerc.ukri.org/research/partnerships/national/together/current/mands-mou/>
8. Conducting a SWOT Analysis <https://www.cipd.ie/knowledge/hr-fundamentals/organisational-development/swot-analysis-factsheet>
9. Designing an Effective Project <http://cleenet.org/index.php/en/online-courses/modul-1/89-project-management-for-ngos>
10. Conducting an Evaluation <https://cancercontrol.cancer.gov/IS/docs/NCI-ISaaG-Workbook.pdf>
11. Communication strategy <https://sustaintool.org/wp-content/uploads/2018/04/Sample-Plans-EvaluationPartnersCommunications.pdf>

5.2 Key contacts

Irish Cancer Society: Claire O'Brien clobrien@irishcancer.ie or download the evaluation report www.cancer.ie/fit-for-work-2019

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