



Our strategy

Turning an era of scientific opportunity
into lifesaving progress

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and culture

Today in the UK

480
people will die from
cardiovascular
disease ...

... around
130 of them
will be
younger than **75**

7.6m+
people are living
with cardiovascular
disease

270
hospital admissions
will be due to a
heart attack

180
people will die
from coronary
heart disease

13
babies will be
diagnosed with
a heart defect

Foreword

**Dr. Charmaine Griffiths,
Chief Executive**



The next chapter in our lifesaving story

In 1961, British Heart Foundation (BHF) was founded by cardiologists determined to support groundbreaking research to tackle the endemic of heart disease. While the world has changed in unimaginable ways since then, one thing has remained the same – cutting-edge research and innovation holds the key to saving and improving more lives.

BHF's story is one of immense progress. We're proud to have powered advances that have helped to nearly halve the number of people who die each year from cardiovascular conditions in the UK. Those founding cardiologists could never have predicted what's possible today.

But, despite this progress, we stand at a pivotal moment in our story.

The challenges we face have changed, but they are just as critical. Every three minutes in the UK, a family loses a loved one to cardiovascular disease. Millions more are living with the devastating consequences that these conditions can have on everyday life. These are our children, parents, grandparents, and siblings. And we can't accept it.

At the same time, we're faced with immense opportunity. Revolutionary advances in areas such as artificial intelligence (AI), genomics, and regenerative medicine hold the potential for lifesaving breakthroughs that belonged in the

realms of science fiction just a few years ago.

Our strategy sets out how we will meet these challenges and capitalise on the opportunities we're faced with, to save and improve lives on a scale more ambitious than ever before.

The coming years will see us grow our funding for cutting-edge research. It will see us challenge the global research community to take on the biggest challenges in cardiovascular disease. And it will see us translate more of our discoveries into the lifesaving treatments and care that millions of people live in hope of.

None of this will be possible without the support of our incredible volunteers, colleagues, partners, and supporters. They will continue to be at the heart of everything we do, so together we can power lifesaving progress for us all.

I want to thank all those who helped shape this strategy. The research leaders who advised us, the patient groups who shared their powerful experiences, and the colleagues who inspired us to be even bolder in our ambitions. You've each played a part in defining the future for our charity and for the millions of people we exist to help.

Let's remember, in the three minutes it will have taken you to read this introduction, another person will have lost a loved one to a cardiovascular condition in the UK. Our history tells us that cutting-edge research can change this story. Together, we will write the chapters that make it happen.

An era of scientific opportunity

BHF stands at the forefront of global cardiovascular science. Today, we fund more than half of independent cardiovascular research in the UK and we're one of the biggest funders worldwide.

Our reputation is built on a track record of lifesaving discovery. The research we've funded has helped shape modern cardiovascular medicine, with countless lives saved as a result.

But we can't afford to dwell on the success of our past. With the pace of progress slowing, we need to evolve how we fund research to make an even bigger impact.

In so doing, we must acknowledge the immense challenges we face in UK life sciences. Our universities, as our engine of innovation, are under intense financial pressure which threatens their ability to conduct world-leading research. Our health system is under unprecedented strain. Fewer of the country's brightest minds are choosing a research career, especially those who are clinically trained. And cardiovascular research remains chronically underfunded compared to the nation's burden of disease.

At the same time, we are entering an era of immense scientific and technological opportunity. Breakthroughs are occurring at a pace and scale that would have been unimaginable just a few years ago. Our BHF-funded scientists are now editing genes to find a cure for inherited heart muscle conditions, using AI tools to better predict those at risk of a heart attack

or stroke, and developing advanced therapies to revolutionise the treatment of heart failure.

We need to grasp this moment, as life-changing advances in medicine can only come from investment in research and innovation.

Funding the brightest minds and the best ideas lies at the heart of our new strategy. However, we must grow the scale, scientific breadth and impact of our research to ensure more discoveries reach the people we exist to help.

In our new strategy, we set out to:

1. Broaden the cardiovascular science base to attract the very best talent from scientific disciplines with the greatest potential to transform health. These include data science, artificial intelligence, advanced therapies, engineering and behavioural sciences.
2. Grow the scope and scale of our research by better leveraging our investments and initiating transformational partnerships with research funders, the life sciences industry, the NHS and patients.
3. Significantly increase our funding for strategic initiatives like Grand Challenges to answer the biggest tractable questions in cardiovascular disease.

BHF has always funded great science. But the source of the discoveries that shaped our past are likely to be different to the ones that will determine our future. Now is the time to evolve our approach and capitalise on an era of immense scientific opportunity to save many more lives.

Foreword

**Professor Bryan Williams,
Chief Scientific and
Medical Officer**



Our strategy

Our vision is a world in which everyone has a healthier heart for longer.

Our strategy will take us closer to achieving this vision by focusing on three goals. We will:

1. **Stop heart disease before it starts**, where we can, by revolutionising how we prevent it
2. **Save more lives from heart disease**, by discovering groundbreaking treatments and cures
3. **Support everyone with heart disease to live a longer, healthier life**, by helping ensure they get the information, care and support they need

As was the case in 1961, cutting-edge research will power our progress. However, we need to grow the scale, scientific breadth, and impact of our research to save and improve lives on a scale greater than ever before.

To make this possible, we will inspire the continued support of our BHF team, and the thousands of people who donate their time, money and items to us every day to fuel lifesaving progress.



Our goals

Our strategy is focused on achieving three ambitious goals – each addressing the major challenges we face in saving and improving lives from cardiovascular disease.

We know we can't achieve these things alone. They will take the combined effort of our governments, health services, and local communities.

However, through our strategy we set out the changes needed to achieve each goal, and the unique role we will play in making them a reality. Raising funds to support cutting-edge research and innovation lies at the heart of realising each one.

Stop

Stop heart disease before it starts



UK ambition

Prevent 125,000 heart attacks and strokes by 2035.

Our role

We will invest in cutting-edge research to help revolutionise how we prevent cardiovascular conditions like heart attack and stroke. And we will influence governments and public health systems to do more to tackle the factors that can cause them.

Save

Save more lives from heart disease



UK ambition

Cut premature deaths from cardiovascular disease by 25% by 2035.

Our role

We will grow UK investment in groundbreaking research, leading to further advances in how we diagnose, treat and cure cardiovascular diseases. And we will continue to inspire the nation to learn CPR, to give more people the best chance of survival if they have a cardiac arrest.

Support

Support everyone with heart disease to live a longer, healthier life



UK ambition

Reduce the number of healthy life years people lose to cardiovascular disease by 25% by 2035.*

Our role

We will invest in cutting-edge research to develop transformational treatments for long-term cardiovascular diseases such as heart failure, pilot new innovations to improve care, and expand the reach of our health information and support to help more people in need.

*Disability-adjusted life years

Stop

Stop heart disease
before it starts



We will stop heart disease before it starts by revolutionising how we prevent it

For many, heart disease is preventable. Yet millions of people are at increased risk of heart disease and stroke in the UK, and the number is growing. Conditions including high blood pressure, raised cholesterol, and obesity are creating a ticking timebomb of future ill health that threatens to devastate families and pile unsustainable pressure on our health systems.

What's more, the prevalence of many of these conditions is higher in our poorest communities, where they are a major contributor to the UK's widening health inequalities.

The change needed

We must change this. Years of medical research means we know the many treatments and

interventions that will save lives, but we need to get better at implementing them. Policy changes to create a healthier food environment and put an end to smoking could help tackle the causes of the UK's most devastating diseases. And rapidly advancing areas of technology and innovation, such as data science, AI, and genomics, offer previously unimaginable ways of detecting and preventing disease in a more personalised and targeted way.

We believe that taking bold action could prevent 125,000 heart attacks and strokes in the UK by 2035.

Through our strategy, we will invest in cutting-edge research and innovation to help revolutionise how we detect and prevent cardiovascular diseases. And we will call on governments and health systems to implement the vital changes needed to tackle the conditions that cause them.

Using AI to detect the risk of heart attacks years before they strike

BHF Professor Charalambos Antoniades and his team at the University of Oxford have developed an artificial intelligence (AI) tool that can predict people's risk of having a heart attack up to 10 years before it happens.

The first real-world trial of the tool in the NHS showed that it led to a change in treatment for nearly half of those examined, indicating it could save thousands of lives.



We will save more lives from heart disease by discovering groundbreaking treatments and cures

Over the last 60 years, UK death rates for cardiovascular diseases have fallen by around 75%. This is one of the greatest success stories of modern medicine, and BHF has been at the forefront of making it happen.

Despite this, cardiovascular diseases – ranging from babies born with congenital heart defects to grandparents battling heart failure – remain the leading cause of death worldwide. Furthermore, progress in reducing premature deaths from cardiovascular conditions in the UK has ground to a halt and even started to reverse.

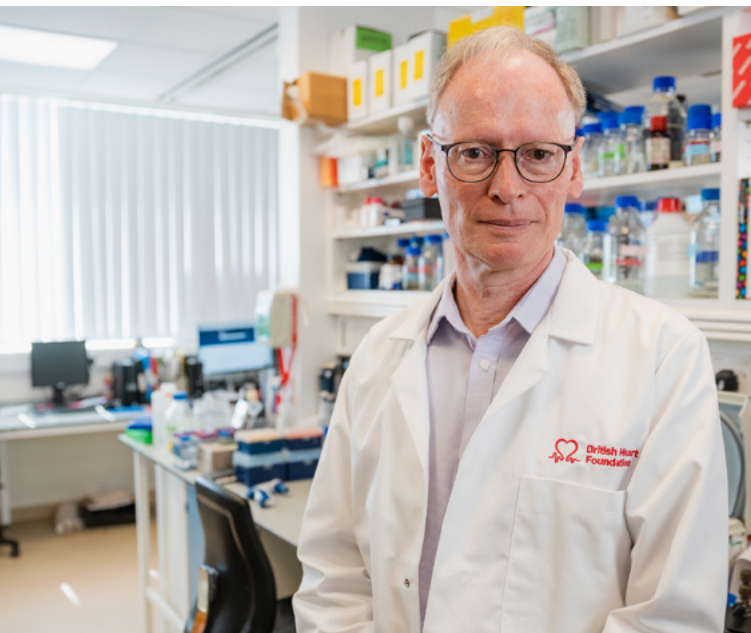
Similarly, the chance of surviving an out-of-hospital

cardiac arrest in the UK is less than 1 in 10. In countries where bystander CPR rates are higher and public-access defibrillators are more widely available, survival rates are almost twice as high.

The change needed

We simply cannot accept this. Through improved prevention, greater investment in medical research, and a continued focus on equipping the nation with the skills and tools to save a life, we believe the UK can reduce early cardiovascular disease deaths by 25% by 2035.

Through our strategy, we will grow our investment in groundbreaking research, leading to advances in how we diagnose, treat, and cure cardiovascular diseases. And we will continue to inspire the nation to learn CPR, giving more people the best chance of survival if they have an out-of-hospital cardiac arrest.



Developing cures for inherited heart muscle diseases

Fuelled by £30m of BHF funding, the international CureHeart research team led by Professors Hugh Watkins (Oxford) and Christine Seidman (Harvard) are making strides towards developing gene-editing and gene-silencing treatments for conditions like hypertrophic and dilated cardiomyopathy.

The team's pioneering research offers hope to families impacted by these inherited diseases, which can cause devastation across generations by precipitating heart failure and sudden cardiac death – often at a young age.

Save

Save more lives from heart disease



Support

Support everyone with heart disease to live a longer, healthier life



We will support everyone with heart disease to live a longer, healthier life

As people live longer and treatments improve, increasing numbers are living with life-limiting conditions including adult congenital heart disease, heart failure, and vascular dementia. In their severest forms, these conditions can make even the simplest tasks a monumental struggle. They also place heartbreaking pressure on families, carers, and our health systems.

Once again, those from the most disadvantaged parts of society are more likely to live in poor health for longer, often due to a cardiovascular condition. Our challenge today is about more than saving lives. It's about helping people live well, for longer.

The change needed

This means supporting our health system so people

can get the care they need, when they need it. It means investing in cutting-edge research and innovation to discover transformational diagnostic tools and treatments for potentially debilitating cardiovascular conditions. And it means empowering people to manage their own conditions better to prevent serious ill health in the future.

By doing these things, we believe the UK can reduce the number of healthy life years people lose to cardiovascular disease by 25% by 2035.

Through our strategy, we will lead this change. We will fund cutting-edge research to develop revolutionary diagnostics and treatments for conditions including coronary heart disease, heart failure, stroke and vascular dementia. And we will expand the trusted information and support we offer, making it more accessible for those who need it, when they need it.

Developing potential treatments for heart failure

Professor Catherine Wilson, from the University of Cambridge, is leading research into new treatments to repair damaged hearts following a heart attack.

When someone has a heart attack, up to one billion muscle cells die. This can lead to heart failure – an often debilitating condition.

However, Professor Wilson is investigating a new way of provoking the heart to repair itself following a heart attack. Such a treatment could improve millions of lives globally.



Professor Marianna Fontana

Professor Fontana has been supported by BHF throughout her career.

“BHF’s long-term support for researchers at every career stage has been instrumental in discoveries that have saved and improved countless lives in recent decades – and will continue to do so in future.”



Our strategic priorities

Achieving our ambitious goals will require everyone in our BHF community having a shared and relentless focus. Our strategic priorities will give us this focus, by setting out the areas we will direct our efforts to make the biggest impact.

In the coming years, we will:

1. **Advance the scale**, breadth and impact of cardiovascular research
2. **Transform the information**, care and support available to all people affected by heart conditions
3. **Inspire more support** and income to power lifesaving progress
4. **Accelerate our impact** by unlocking the potential of our people, technology and culture

The following pages detail how we will deliver each of these priorities.

Advance

Advance the scale, breadth and impact of cardiovascular research



Transform

Transform the information, care and support available to all people affected by heart conditions



Inspire

Inspire more support and income to power lifesaving research



Accelerate

Accelerate impact by unlocking the potential of our people, technology and culture



Advance

Advance the scale, breadth and impact of cardiovascular research



BHF-funded researchers at King's College London using virtual reality technology to improve congenital heart disease surgery

Grasping an era of scientific opportunity

Funding cutting-edge research and innovation is how we will meet the monumental challenges we face in saving and improving lives. But we need to be much bolder if we're to fully realise the potential of the unique era of scientific opportunity we're entering.

At the heart of our strategy is continuing to fund the brightest minds and the best ideas to advance our understanding of all cardiovascular diseases, and develop the diagnostics, treatments and cures of the future.

However, we will also expand the scale and scope of our funding to capitalise on emerging opportunities in areas like AI, data science, engineering, advanced therapies and genomics. And we will strategically invest in areas of unmet need, taking on the biggest challenges, to make transformational breakthroughs with the potential to save and improve countless lives.

Furthermore, while continuing to fund the very best discovery and clinical science, we will have a laser-like focus on translating more of our discoveries into groundbreaking ways of preventing, diagnosing, and treating all cardiovascular diseases.

Advance

Advance the scale, breadth and impact of cardiovascular research



Grow the UK's investment in cardiovascular research, helping to close the UK's funding shortfall in research to tackle cardiovascular diseases

We will:

- Continue to fund cutting edge-research into all areas of cardiovascular disease, and from laboratory bench to the patient's bedside and beyond.
- Launch new Research Excellence Networks to enable collaboration between the nation's best scientists in tackling the biggest challenges in cardiovascular disease.
- Use our new Research Excellence Networks to grow research capacity in the devolved nations.
- Grow the UK's cardiovascular research capacity by initiating transformational partnerships with research funders, institutions, the NHS, industry, and people living with cardiovascular diseases.
- Influence the Government and other research funders to prioritise greater investment in cardiovascular research so it better matches the population's burden of disease.

Grow the strength, breadth, and diversity of the UK's cardiovascular research workforce, enabling it to power the discoveries of the future

We will:

- Maintain our commitment to funding existing and future world leaders in cardiovascular science – from PhD students to professors.
- Simplify our funding schemes by making them more flexible, enabling us to attract, train and retain the best talent in cardiovascular research.
- Launch interdisciplinary funding schemes to attract leaders at the intersection of medicine, biology and technology – in fields such as AI, data science, engineering, advanced therapies, and implementation and behavioural sciences.
- Update and modernise BHF fellowship schemes for clinical and discovery science researchers, providing long-term career support to the leaders of the future.
- Deliver BHF's research EDI strategy, with an initial focus on tackling sex inequalities in cardiovascular research and cardiology.

“ We need to be bolder if we're to fully realise the potential of this era of immense scientific opportunity.”

Professor Bryan Williams

Advance

Advance the scale, breadth and impact of cardiovascular research



Increase BHF's investment in prevention research, innovation, and partnerships to stop heart disease before it starts

We will:

- Increase investment in disease prevention research, including through investigating the novel use of AI, data science, technology, genomics, and behavioural science.
- Initiate and support national research and innovation partnerships focused on prevention, including through continued support for Our Future Health.
- Lead the creation of a new AI-enabled clinical guideline for cardiovascular disease prevention, providing up-to-the-minute, evidence-based and personalised recommendations to ensure that people get the care they need.
- Work in coalition with partners, such as the Obesity Health Alliance and the ASH organisations, to influence change in prevention policy.

Increase BHF's research investment in strategic funding initiatives and Grand Challenges to discover the diagnostics, treatments and cures of the future

We will:

- Work with patients, the public, international research leaders and organisations to identify areas of significant unmet need and where large-scale investment could have a transformational impact.
- Launch a new series of BHF Grand Challenges, offering awards of up to £10m – with the expectation of leveraged investment from partners – to tackle areas of significant unmet need.
- Initiate global and national strategic research partnerships to tackle the biggest questions in cardiovascular research.
- Play a leading role in shaping the global cardiovascular research agenda through forums such as the Global Cardiovascular Research Funders Forum.

Early detection of heart attacks

BHF Professor and Edinburgh cardiologist Nick Mills is leading multiple studies to improve the speed and accuracy with which doctors diagnose heart attacks.

In one study, Professor Mills is trialling a finger-prick blood test for a protein called troponin which could quickly give doctors an early diagnosis of a heart attack, so those who need heart attack treatment can get it sooner.



Advance

Advance the scale, breadth and impact of cardiovascular research

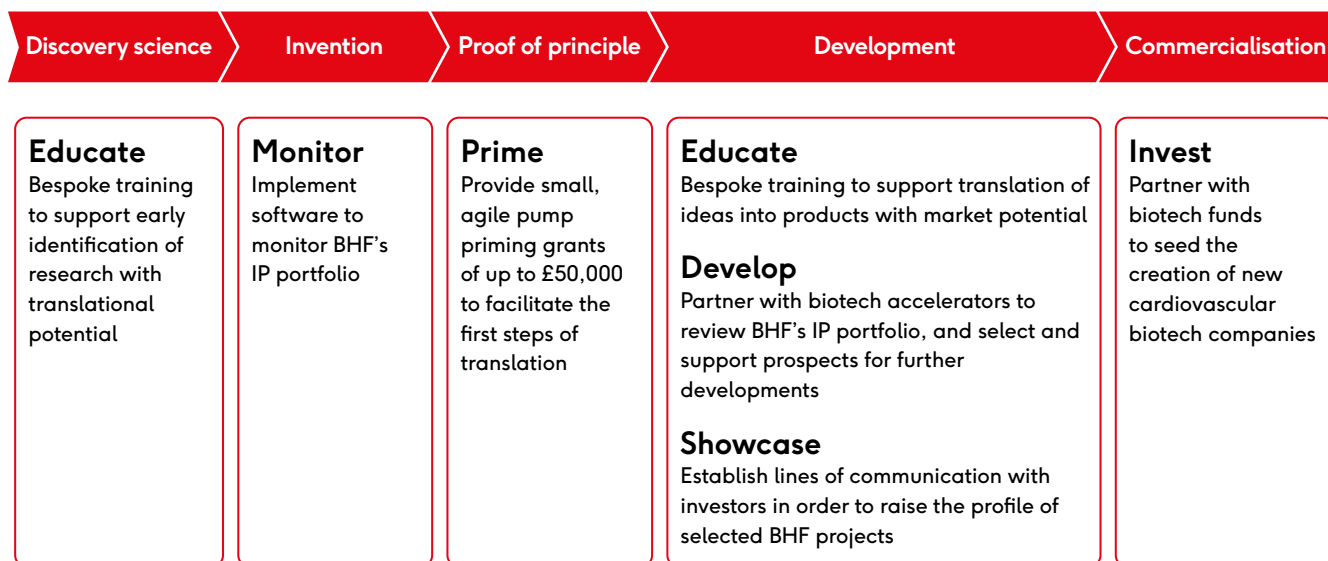


Significantly grow BHF's investment in clinical and translational research, leading to faster translation of scientific discoveries into patient benefit

We will:

- Expand BHF's translational research funding schemes, including the size of the awards, ensuring the discovery research we fund translates into revolutionary diagnostics and treatments.
- Launch a 'Pump-priming' funding award to enable researchers to answer a particular question, validate data and provide sufficient evidence that will help them accelerate development of their innovation to the next stage on the translational pathway.
- Develop and expand BHF's Cardio Stars entrepreneur programme for BHF-funded researchers leading projects with the potential for translation and investment.
- Create new forums and lines of communication between BHF-funded researchers, industry, and investors to enable greater partnership and investment.
- Work in partnership with business science accelerators and venture capitalists to develop a model for seeding the creation of new cardiovascular biotech companies.

Our approach to supporting translational research



Groundbreaking partnerships

The challenges we face are too grave to take on alone. A priority in our strategy is working in partnership to take on the biggest challenges in cardiovascular disease and leveraging additional investment in cardiovascular research.



Our focus in this area will build on the transformational partnerships we're already involved in:

- **The MRC/BHF Centre of Research Excellence in Advanced Cardiac Therapies:** With £50m investment from the Medical Research Council over 14 years and significant funding from BHF, this world-leading centre will pioneer gene therapy treatments to repair and regenerate damaged hearts following a heart attack.
- **Centre for Vascular Dementia Research:** Working with the UK Dementia Research Institute, we are investing at least £7.5m over five years to establish the UK's leading centre for vascular dementia research. The centre will accelerate the discovery of pioneering new treatments to stop vascular dementia in its tracks.
- **Our Future Health:** As a funding charity partner in the UK's largest ever health research programme, we are at the forefront of finding improved ways of detecting cardiovascular disease at an earlier stage and even preventing it from occurring in the first place.
- **Global Cardiovascular Research Funders Forum:** As a founding partner of this forum of global leaders in cardiovascular research, we're leading efforts to take on the world's biggest killers. Together, we're running an international research challenge focused on transforming women's cardiovascular health.

Pete Robertson

Just days after completing an iron man, Pete had a heart attack and has since developed heart failure.

“I’m determined to do whatever I can to support BHF’s research into finding revolutionary treatments for heart failure. That’s why I ran the London Marathon and will continue to support this brilliant charity.”



Transform

Transform the information, care and support available to all people affected by heart conditions



Carol Ighofese, a doctor, had a sudden heart attack in her 40s. She now supports BHF campaigning to tackle heart care inequalities.

Providing a lifeline of support

Funding cutting-edge research is the beating heart of BHF. But we need to turn the knowledge this research generates into improvements in care, into the information and support that helps people manage their conditions, and into transformational influencing campaigns that save and improve lives.

With our health systems in crisis and heart health inequalities widening, our work in these areas has never been more needed. Our Heart Helpline

responds to up to 30,000 contacts from people each year, while our health information receives millions of views every month.

In our strategy, we set out to reach more people with this vital work. We will increase our investment in innovations that have the potential to transform heart care. We will make our health information and support available to millions more people when they need it most. And we will continue in our mission to create a nation of lifesavers, trained in CPR and able to access a defibrillator in the ultimate medical emergency.

Transform

Transform the information, care and support available to all people affected by heart conditions



Grow the scale and scope of BHF's healthcare innovation funding, leading to pioneering models of care being rolled out across the NHS

We will:

- Review and expand BHF's Health Innovation Fund, so we can fund more innovations with the potential to rapidly improve care.
- Establish a bespoke innovation fund targeted at trialling transformational innovations to reimagine how we prevent cardiovascular diseases.
- Use the evidence we generate to influence the adoption of BHF's innovations into the health system.

Make BHF's information and support available to every family in need, at the point of need

We will:

- Continue to provide evidence-based information and support through our award-winning helpline, printed and digital information, and Heart Matters service.
- Increase the availability of BHF information in healthcare (e.g. hospitals & GP practices) and community settings (e.g. through corporate partners).
- Utilise digital technologies to increase the reach and accessibility of our health information and support.
- Grow our Health at Work programme to offer life-changing health information in people's workplaces.

“ We need to turn the knowledge research generates into improvements in care, into information that helps people manage their conditions and into transformational campaigns that save and improve lives.”

Professor Bryan Williams

Transform

Transform the information, care and support available to all people affected by heart conditions



Grow numbers of people trained in CPR and able to access a defibrillator, contributing to an improvement in out-of-hospital cardiac arrest survival rates

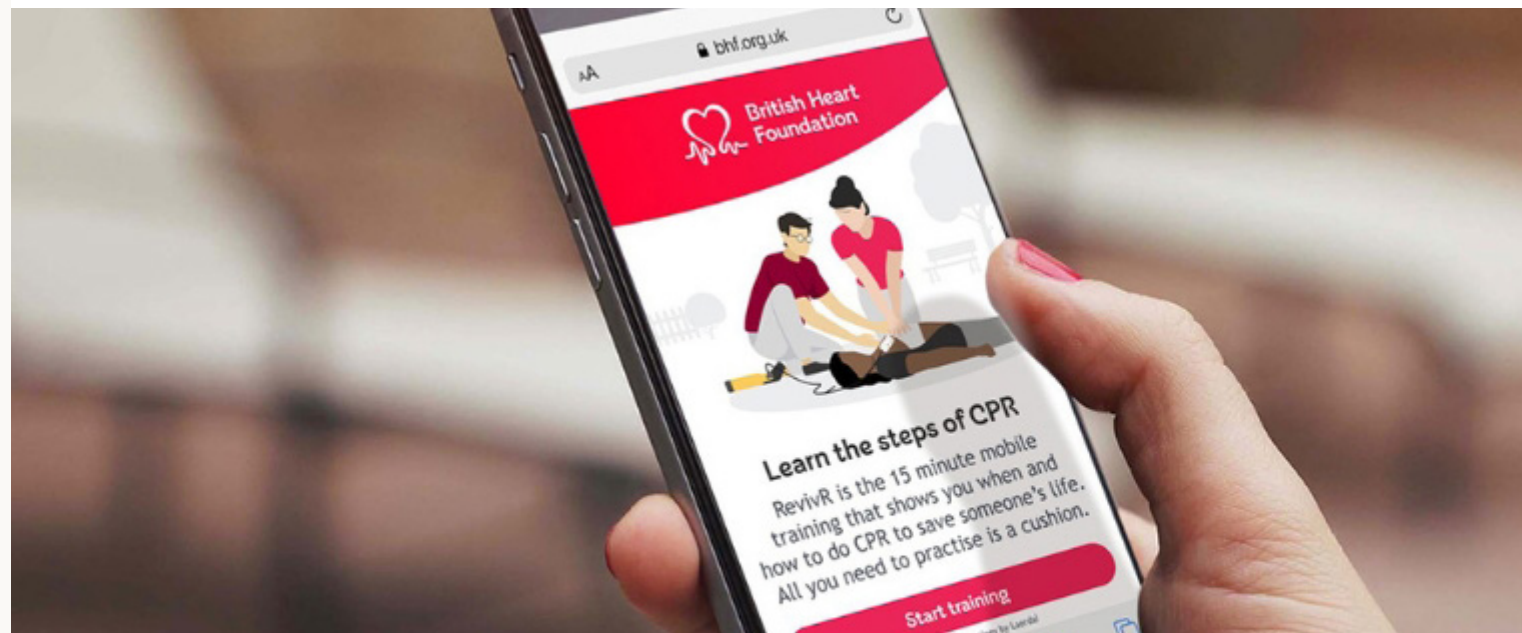
We will:

- Work in partnership to understand barriers to improving cardiac arrest survival rates, and to influence improvements in all steps of the Chain of Survival.
- Continue to train the nation in CPR, including through the RevivR training tool.
- Continue to help place defibrillators in high-priority communities.
- Continue to roll out The Circuit to ensure defibrillators can be located by 999 call handlers when responding to a cardiac arrest.

Influence the Governments and health services in all four nations to prioritise tackling cardiovascular disease and reduce health inequalities

We will:

- Campaign for heart disease to be a government and healthcare system priority in all UK nations.
- Expand our Health Intelligence and Insights function, strengthening our policy positions and influence.
- Develop unique insights and influence change to tackle the UK's widening health inequalities.



Our information and support

In recent years, millions of people have turned to BHF as a lifeline of information and support. What's more, we've seen demand surge as pressure on our health system has increased.



Chloe MacArthur,
BHF Heart Helpline Nurse Lead

With more than 7.6m people living with cardiovascular disease in the UK, we know we need to do more to get this vital information into the hands of the people who need it most.

Through our strategy, we're committed to doing this.

- We will embrace digital technologies and advances in behavioural sciences to increase the reach, accessibility and impact of the information we provide.
- We will work in partnership to reach communities who will benefit most from receiving our information but may face barriers in doing so.
- We will innovate to make our information and support more readily available when people need it most – including in healthcare settings and communities.

Nearly 90% of people who use our health information say it improves their confidence in managing their conditions. We need to empower many more people with this information, helping them take steps to keep their hearts beating healthier for longer.



Neena Chauhan

Neena had a heart attack at just 27.

“If I could say one thing to the researchers who helped develop the treatments I received, it would be 'thank you for saving my life'. I got through this and if I can help just one person to do the same by sharing my story, that's worth it.”

Inspire

Inspire more support
and income to power
lifesaving research



Sisters Michelle Smith and Breege Cassidy took on the 2025 Belfast Marathon in memory of their father who tragically died of a cardiac arrest

Inspiring lifelong support at a time we've never been more needed

The breakthroughs that have saved and improved countless lives over the last seven decades have only been possible thanks to the generosity of our incredible supporters, partners, volunteers, and customers. From taking on marathons in support of loved ones to donating their unwanted sofas, these remarkable acts of commitment and kindness fuel lifesaving progress.

But the world is rapidly changing. And we need to evolve with it to raise the funds necessary to fuel our ambitions.

In our strategy, we're committing to growing our fundraising income by building lifelong relationships with our supporters. We will also build more partnerships with philanthropic donors and corporate organisations who share in our passion for supporting lifesaving discoveries. Furthermore, we will strengthen our position as the UK's leading charity retailer, both online and in people's communities.

Inspire

Inspire more support and income to power lifesaving research



Raise the profile of cardiovascular disease as the world's biggest killer

We will:

- Raise the profile of heart disease as one of the UK's most devastating and urgent health challenges.
- Use our marketing and communications activities to enhance our reputation as the UK's leading funder of lifesaving cardiovascular research.
- Inspire even more people to consider donating to our lifesaving work.

Grow our fundraising income by significantly growing our supporter base and the value of their support

We will:

- Continue to offer a range of ways for people to support us – from leaving a gift in their Will to taking part in iconic fundraising events like the London to Brighton bike ride.
- Grow our partnerships with corporate organisations, who share in our passion for saving and improving lives.
- Develop bespoke funding opportunities for philanthropic trusts and donors to support cutting-edge research programmes that have a lifesaving legacy.

“ The breakthroughs that have saved lives have been powered by our incredible supporters, partners, volunteers, and customers.”

Dr Charmaine Griffiths

Our corporate partners

If we're to achieve our ambitions, we need to work with partners who share our passion for saving and improving lives.



A key pillar of our strategy is to grow our partnerships on a national and local scale

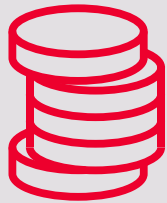
We have a track record of working in this way:

- **Our health charity partnership with Tesco, Diabetes UK and Cancer Research UK** has raised more than £32million and inspired people to live healthier lives.
- **Our Sky Bet Every Minute Matters campaign** has committed £3m for lifesaving research and survival programmes, and has inspired hundreds of thousands of people to engage in learning CPR.
- **Our partnership with Royal Mail** is set to raise £2m for our lifesaving work to protect heart health and save lives in communities across the country.
- **Our three campaigns with Omaze** have raised more than £7m to fuel vital research, fund hundreds of local defibrillators and help power The Circuit, the national defibrillator network.
- **Our partnership with PureGym** has raised over £1.5m to fuel vital research and inspire the nation to become heart healthy through their Healthy Hearts programme.

Our ambitions are too bold to achieve alone. We need to work with partners – to raise funds, raise awareness, and improve lives. Only by doing so can we hope to achieve the lifesaving goals set out in our strategy.

Inspire

Inspire more support and income to power lifesaving research



Strengthen our position as the UK's leading charity retailer, by evolving our offer in response to changing market conditions and customer demands

We will:

- Grow income and support through innovative retailing both in store and online.
- Deliver on our customer promise of 'making it easier to feel good' by providing tailored offers and exceptional service to build trust and support.
- Lead the sector in sustainability by championing re-use and shrinking our carbon footprint.
- Invest in our team of colleagues and volunteers, cultivating an inclusive and rewarding environment to attract and develop diverse talent.

Transform our organisation to be truly customer-centric in everything it does

We will:

- Use digital technologies to provide more personalised experiences to our valued supporters, growing their long-term support.
- Continue to improve the exceptional customer service we provide to our supporters, customers and donors.
- Work with people affected by heart conditions to ensure our work is informed by their feedback, experiences and needs.



Our shops and stores

British Heart Foundation is the UK's largest charity retailer. Every year, our 650+ shops turn people's donated items into millions of pounds to support lifesaving research. Every sofa donated, every hour volunteered, and every shirt purchased makes a difference.



However, the retail environment is challenging and rapidly changing. Central to our strategy is continuing to innovate – both in our shops and online – to fund research that will keep hearts beating healthier for longer.

In the coming years we will:

- Continue to evolve our shop and store formats, creating unique shopping experiences for people – whether they are looking for a new dining table or a vintage outfit.
- Build on our position as the world's largest charity seller on eBay, while growing the range of products available on our online shop.
- Continue to partner with organisations who share our passion for sustainability and reuse – such as Charles Tyrwhitt, whose donations have raised millions of pounds for our work.
- Embrace new technologies, including artificial intelligence, to improve the profitability of our operations and improve customer experiences.
- Continue to make BHF one of the most rewarding, inclusive and fulfilling retailers for our incredible team of colleagues and volunteers.

Just like the research we fund, the retail environment never stands still. And neither can we, if we're to raise the funds needed to support lifesaving research.



Esme's Story

At just six months, Esme had open heart surgery for a heart condition called atrioventricular septal defect.

Her parents, Emily and Matthew, said: "Every day we're grateful to the research that led to Esme's lifesaving surgery. But we know she'll need more surgeries, and more breakthroughs, to give her the brightest possible future."

Accelerate

Accelerate impact by unlocking the potential of our people, technology and culture



Embracing the future to accelerate lifesaving progress for us all

Over the last seven decades, we've made incredible progress. But we know we can go faster and make an even bigger impact. Three priorities will give us the tools to accelerate progress in every area of our work.

Our brilliant team of colleagues and volunteers will continue to be the heartbeat of what we do. But we will harness the power of our people, by increasing

the diversity of our workforce and investing in the skills to make us fit for the future.

We will seek to utilise cutting-edge technologies to enhance the efficiency and impact of everything we do—from the life-changing research and information we provide to the personalised experiences we offer our generous supporters.

And we will continue to commit to being an agile, well-governed and financially sustainable charity—making the best use of every pound entrusted to us.

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Build, develop and empower a talented and diverse team to deliver BHF's mission

We will:

- Continue to invest in providing a sector leading experience for our colleagues and volunteers, ensuring they have the capabilities to power our lifesaving work.
- Empower our people to work smarter, including by unlocking the potential of technologies like AI.
- Create an even fairer, more diverse and inclusive workplace in which everyone can fulfil their full potential.
- Evolve our volunteering offer in response to the rapidly changing volunteering environment.

Transform our technology foundations, harnessing data and AI to significantly improve our security, income, customer focus and impact

We will:

- Invest in modernising our technology foundations to deliver technological capabilities and innovations that grow efficiency, income and charitable impact.
- Ensure our colleagues can confidently use our technology platforms to meet our organisational objectives.
- Enhance our security systems and controls to improve BHF's information security.

“ To accelerate progress in saving and improving lives, we will harness the power of technology to increase the impact and effectiveness of every area of our work.”

Alex Duncan, Chief Technology Officer

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Lead the charity sector in creating a sustainable, fair and well-governed BHF with equality, diversity and inclusion at the centre of everything we do

We will:

- Deliver our equality, diversity and inclusion (EDI) plan to further increase the diversity of BHF's team.
- Encourage inclusivity in research funding decisions and the design of BHF-funded research.
- Foster a more representative and inclusive cardiovascular research community and culture.
- Continuously monitor and highlight cardiovascular health inequalities to influence change.
- Continue to deliver on our net zero commitments.

Create a culture of excellence where we consistently look for ways to learn, innovate and continuously improve

We will:

- Continue to make the most of every pound entrusted to us, with at least 70-80% of our income being spent directly on charitable activities.
- Foster a culture of everyday excellence, in which colleagues continually find more efficient and effective ways of delivering our lifesaving work.

Igniting change for our colleagues and everyone affected by heart conditions

At BHF, we're committed to ensuring that equality, diversity and inclusion runs through every area of our work. This includes reducing heart health inequalities, creating a more diverse and inclusive cardiovascular research environment and improving the experience of BHF colleagues and volunteers.

We're already seeing significant progress. But we won't stop. We will continue to take action to create a fairer world for our people and for all those affected by heart conditions.



Bettina Wallace was diagnosed with high blood pressure and is now a supporter of our Igniting Change strategy

Our People power

Every discovery we make is powered by our incredible team of colleagues and volunteers – from shop managers turning bargains into breakthroughs, to colleagues raising vital funds for lifesaving research.



But, with the world rapidly changing, our ambition is to do even more to build, develop and empower the talented and diverse team we need to save and improve more lives.

To do this, we'll focus on three gamechangers:

- **The power of our skills.** We will identify and build the skills we need to succeed in future – offering unrivalled development opportunities to our teams and increasing our ability to rapidly respond to change.
- **The power of smarter working.** We will embrace new ways of working to work smarter, so we can achieve more together. This includes empowering our people to harness the latest technological innovations and data to improve the effectiveness and impact of every area our work.
- **The power of equality, diversity and inclusion.** We will champion EDI, so everyone can excel in accelerating lifesaving breakthroughs.

All this work will be underpinned by our values. We are brave. We are informed. We are compassionate. We are driven.

The breakthroughs we make are entirely dependent on the team we build. That's why we're building one with the diverse skills, motivation and tools to get us closer to the day everyone has a healthier heart for longer.



Every three minutes in the UK someone loses a loved one to cardiovascular disease. Millions of people live in hope that we can make the breakthroughs they desperately need. Our strategy sets the path for achieving this.

If you can support us or want to work with us to deliver our strategy, we would love to hear from you. Please contact us at strategy@bhf.org.uk

British Heart Foundation is a registered charity in England and Wales (225971), Scotland (SC039426) and the Isle of Man (1295).