



Annual Review 2017–2018




People at the heart  
of prevention

# Contents

- 1 Welcome to C3's 2017–18 review
- 2 Our vision and how we work
- 3 How you can get involved
- 4 C3's 2017 to 2018 highlights
- 6 C3's global reach
- 8 Our national reach
- 10 International Breakfast Seminars
- 12 Healthy Communities
- 16 The Healthy Weight Initiative for Nurses
- 18 Who we are
- 20 Thank you
- 21 Financial information



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## Acknowledgements

Particular thanks are due to Garth Stewart for the design and layout of this Annual Review.

Front cover photo: C3 shows its community-engagement strategy CHESST<sup>™</sup> to Guy's and St Thomas' Charity staff members during a GSTC staff away day.

*Photo courtesy of Guy's and St Thomas' Charity*

# Welcome to C3's 2017–18 review

**The global epidemic of preventable ill health and premature death shows no sign of coming under control despite many good policies and good intentions, so new ideas have to be tested.**

This year, C3 Collaborating for Health has focused on the people most affected and put them at the centre of much of our work. By working with two communities in neglected areas of the United Kingdom (England and Scotland) we have helped a third of the people living locally to devise their own solutions and work together to improve the communities they live in (p. 12). Our work with nurses in England has enabled them to design the changes they would like to see to improve their health and to give them the confidence to advise their patients (p.16).

These local initiatives are important but we have also worked globally with our International Breakfast Seminar hosting its 50th speaker, former Board member Lise Kingo, now CEO of the UN Global Compact (p. 10). Our global network enabled us to publish case studies on urban health promotion and on workplace health initiatives in resource-poor countries, and develop our Healthy Nursing Collaborative (pp. 6-7).

2017 was a very tough year financially. 2018 is looking stronger and we are grateful to our funders and partners but always keen to talk to more individuals and organisations who recognise that we need to work in unusual and creative ways to make progress in preventing the curse of illness, disability, early death and financial ruin which particularly affect vulnerable people. We are especially grateful to our staff and associates who have shown themselves to be flexible and supportive in difficult times.

In the coming year, we will take our community-engagement strategy CHESSTM (p. 12) and wellbeing app for nurses NURSING YOU (p. 16) to many more people and look for the funding to take these to scale, while playing our part in alerting governments and businesses to the intractable nature of the chronic disease risk factors and the impact on every aspect of life. Please join us: write blogs, comment on our news, partner with us and help us make progress in making the healthy way the only way to live.



*Christine Hancock*

Christine Hancock, Director



*Sally Gilding*

Sally Gilding, Board chair

This year, C3 Collaborating for Health has focused on the people most affected and put them at the centre of much of our work.



Partner with us and help us make progress in making the healthy way the only way to live.

# Our vision and how we work

C3 Collaborating for Health’s vision is for a world where there are no premature or preventable deaths from chronic diseases because people find it easier to live healthy lives.

## An overlooked epidemic

Each year, 41 million people (71% of deaths globally) die from just four major chronic diseases – cardiovascular disease, cancers, type 2 diabetes and chronic lung disease. 15 million of those deaths are of the under-70s, many of working age with families to support. These statistics mean an unfathomable number of grandparents, parents, siblings, and children are needlessly suffering. They also signal a significant cost to the global economy: an estimated \$30 trillion by 2030.

Despite this, chronic diseases are under-reported, under-acknowledged and under-funded.

## Collaboration is the solution

C3 Collaborating for Health (C3) builds multi-sector Collaborations to catalyse action in the global community, to address chronic diseases by promoting 3 behaviour changes:

- Improving diet and avoiding harmful alcohol use
- Stopping smoking
- Increasing physical activity

## Our areas of work

Since its founding in 2009, C3 has partnered with over 80 organisations from its global network of 3,000 professionals in over 85 countries. Our programmes focus on:

- communities;
- businesses;
- health professionals, particularly nurses; and
- workplace health.

These varied projects are connected by their focus on the three behaviour changes (indicated by the icons on the right), and reflect our years of expertise in strategy, consultancy, evaluation, and management of networks, partnerships and collaborations.



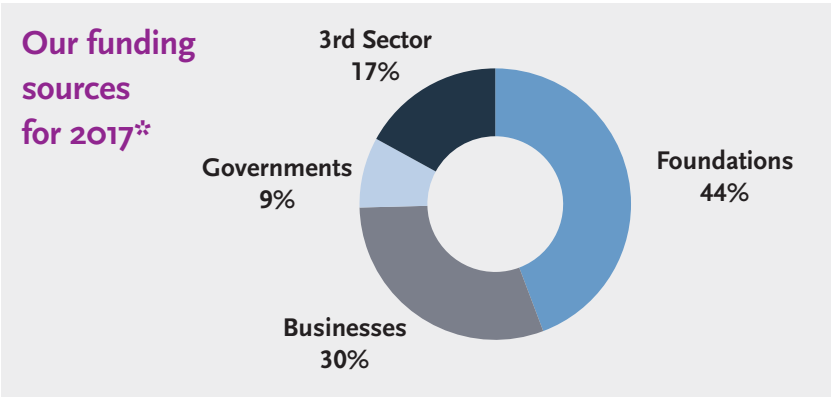
Healthy Diet



No tobacco



Physical Activity




\*Please note that this review covers C3’s activities from April 2017 to March 2018. Any 2018 activities took place after the end of our financial year (see p. 21).

# How you can get involved

Together, we can make it easier to live healthy lives. Join C3 and our extensive international network as we work at the heart of prevention in the UK and globally.

Contact [info@c3health.org](mailto:info@c3health.org) to learn more about the opportunities listed below.

You can also look for the  throughout this review for more ideas about how to get involved.



## Funding

- Our biggest need is funding, particularly to help us spread our message and programmes to more people and to work with new organisations.
- In return, donor organisations are connected to a well-known and reputable public health non-profit organisation.
- Contact C3's director to learn more about the benefits of investing in C3: [christine.hancock@c3health.org](mailto:christine.hancock@c3health.org).



## Collaborate with us

- Partner with us on a project or commission us to undertake work for you. Visit our website [c3health.org](http://c3health.org) to learn more about our past projects and collaborations.



## Sponsor International Breakfast Seminars

- This highly regarded series is uniquely C3, providing a key networking space for cross-sector professionals and a venue for partnership formation (p. 10).

## Be our expert speaker

- Are you travelling to London? Present at our popular International Breakfast Seminars (p. 10). Contact us with your travel dates and proposed topic.



## Support C3 events

- Attend our events to network with other professionals and internationally-renowned speakers.
- Tweet highlights and follow along at [#C3events](https://twitter.com/C3events).



## Join our network

- Engage with us on Twitter ([@C3health](https://twitter.com/C3health)) and LinkedIn.
- Sign up to our email list through our website.
- Share our news, event highlights and publications with your personal network.



## Pop by our office

- We love to host visitors at our office, a three-minute walk from Borough Tube station in London. Meet with us to tell us more about what you do and to exchange ideas for ways we can work together.

## Become a C3-er

- Intern with us, volunteer your subject-matter expertise or apply to be a trustee.

# C3's 2017 – 2018 highlights



**June 2017:** C3 celebrates its 50th International Breakfast Seminar with long-standing friend and founding Trustee, Lise Kingo, as guest speaker. As CEO of the UN Global Compact, Lise shares about the link between the future of health and sustainable living.



**August 2017:** C3 holds its first steering group meeting to discuss a way forward to accreditation for the wellbeing industry, with an initial focus on physical activity. This work is co-sponsored by Punter Southall and Wellbeing People.



**September 2017:** The Financial Times publishes a two-page spread in a supplement entitled *Battling the bulge – why nurses are prone to obesity*, on C3's work with nurses and maintaining a healthy weight. It leads to significant interest, including an invitation to speak at the Health and Wellbeing at Work 2018 conference, an annual event that attracts almost 4,000 delegates.



**October 2017:** Pat Hughes, C3's associate, travels to Indiana, USA to accept Sigma Theta Tau International's Archon Award. C3 received this globally-renowned award for 'exceptional leadership in advancing health through the world.' At this 'Oscars of Nursing', C3 joined the ranks of His Highness the Aga Khan, Save the Children, Dame Cicely Saunders, Dr Jonas Salk and Sir George Alleyne.





**December 2017:** Research commissioned by C3-led Healthy Weight Initiative for Nurses (WIN.) makes national headlines after being published in the *BMJ Open*. The first of its kind, this prevalence study found that 1 in 4 nurses in England are obese. This is higher than in other health occupations, and equal to the general population.



**December 2017:** C3 and the Economist Intelligence Unit co-organise an event *Stories sell better than facts: Transparency of health news* to celebrate the 10th anniversary of Behind the Headlines.

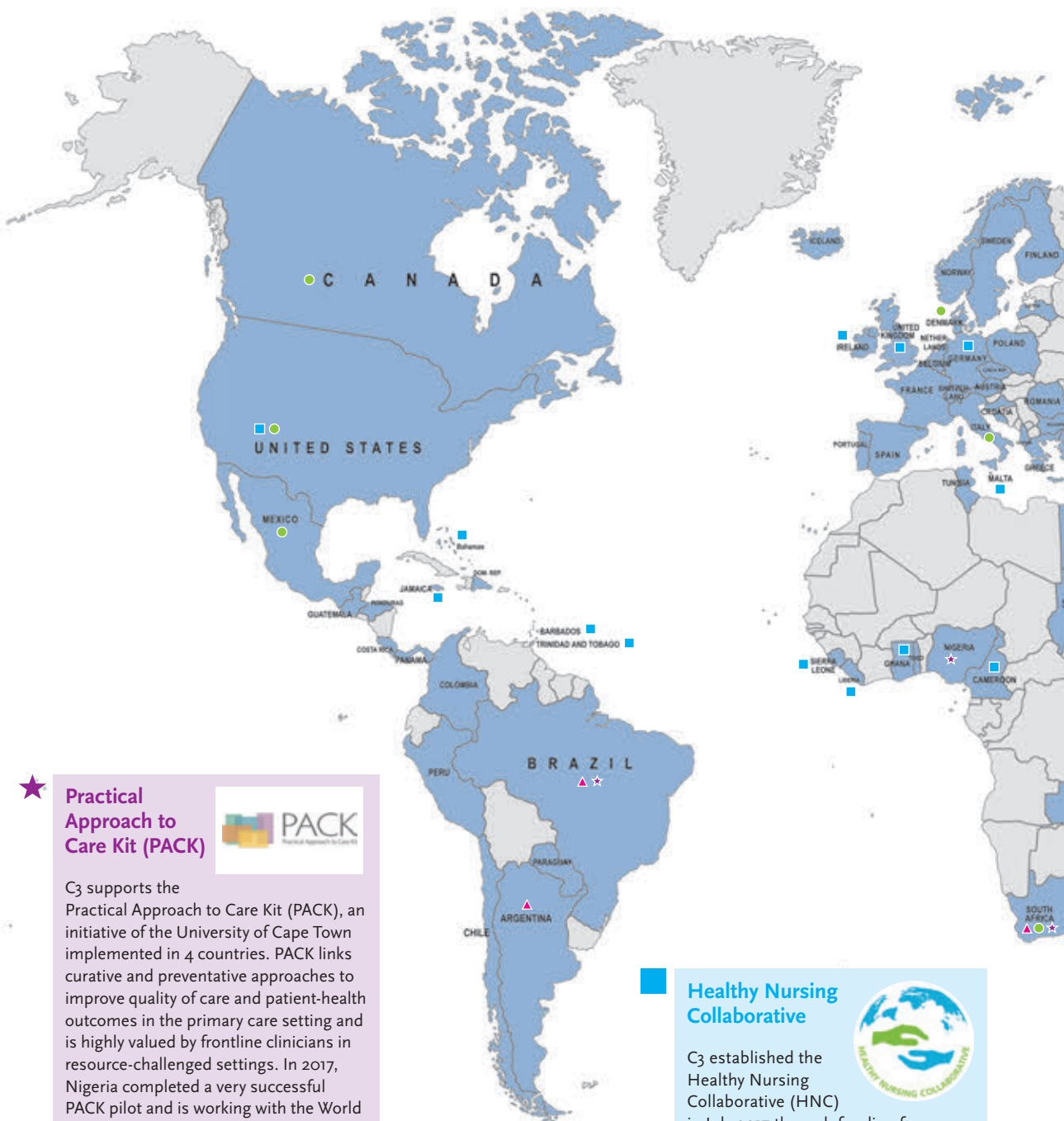


**February 2018:** NURSING YOU launches at the Wellbeing Symposium. C3 partnered with MAXIMUS UK to bring this unique app designed by nurses to nurses. Publicised in the *Nursing Times* and *Nursing Standard*, nearly 100 nurses accessed the app in its first week.



**March 2018:** C3 and 22 community members assess the physical activity and food environment of Tower Hamlets using our community engagement process, CHESSTM. Participants noted that 'there isn't anywhere to be active with my children' and that 'I don't know what some of these fantastic vegetables are [available in market stalls], let alone what to do with them. It puts me off buying them.'

## C3's global reach



## Practical Approach to Care Kit (PACK)



C3 supports the Practical Approach to Care Kit (PACK), an initiative of the University of Cape Town implemented in 4 countries. PACK links curative and preventative approaches to improve quality of care and patient-health outcomes in the primary care setting and is highly valued by frontline clinicians in resource-challenged settings. In 2017, Nigeria completed a very successful PACK pilot and is working with the World Bank/Nigerian Federal team on upscaling to hundreds of clinics. Ethiopia is in the process of implementing its PACK pilot after training 18 Master Trainers in January 2018. C3 introduced the PACK team to the International Council of Nurses, and PACK then presented at the May ICN Congress in Barcelona.

Healthy Nursing  
Collaborative



C3 established the Healthy Nursing Collaborative (HNC) in July 2017 through funding from the Burdett Trust for Nursing. HNC is a global initiative linking those interested in supporting nurses' health and prevention in practice. It includes a network of nearly 70 professionals from 22 countries who share resources about nurses' health.





## Cities Changing Diabetes – Houston

### cities changing diabetes

Cities Changing Diabetes, a partnership programme initiated by Novo Nordisk taking place in eight cities, held its second Summit in Houston, Texas in October 2017. C3 updated its *Urban Health Promotion: Selected Case Studies on Diabetes* for inclusion in a toolbox for cities debuted at the Summit by Novo Nordisk.



## Workplace health in less wealthy countries

C3 together with former assistant director, Katy Cooper, wrote a report investigating workplace health in low- and middle-income countries for the NCD Alliance and the Novartis Foundation. It included desk research and a series of key informant interviews of experts in 5 countries.



Join C3's global network of 3,000 professionals in 85+ countries at [c3health.org](https://c3health.org)



# Our national reach

## UK NCD Civil Society Working Group

C3 was invited to join a civil society working group established by NCD Alliance and Cancer Research UK to advocate to the UK government in the lead up to the UN High-level Meeting on Non-communicable Diseases (NCDs), which will most likely take place in September.

## C3 Workplace Health Movement

C3 leads this network of over 230 professionals from 150+ organisations. As a forum for sharing practical tools in workplace health, C3 arranges quarterly meetings with leading workplace health experts. 93% of surveyed attendees would recommend these events to colleagues. A steering group is investigating accreditation for the wellbeing industry, and for 2018 C3 is partnering with RAND Europe to curate a series of seminars in prestigious venues across London.

## Supporting healthy lives for young people

Through support from the Health Foundation, C3 completed a study of local third-sector action to improve chances of a healthy life for 14-24 year olds. C3 facilitated 8 workshops across the UK with 60 local leaders from 53 third-sector community-based organisations to explore the challenges and opportunities of supporting young people. The report of the findings builds on C3's 2016 review *Healthy Lives: Children and Young People*. Workshop participants found the workshops to be excellent opportunities for networking (the average rating was 4.8, with 5 being 'excellent'). THF will use the findings to inform their Healthy Lives Directorate and Young people's future health inquiry.

## The Healthy Weight Initiative for Nurses (WIN.)

A 2-year project with registered nurses in England who are obese, to design initiatives to help nurses to achieve and maintain a healthy weight. See p. 16.

CORNWALL

'Thanks to C3 for leading such a fantastic project – the workshops were interesting and humbling and the findings from these will be hugely useful for the Foundation going forward.'

The Health Foundation, about our UK-based project 'Supporting healthy lives for young people'



## Healthy Communities project

A 2-year project that engaged 5,000 community members and catalysed significant community action using the CHESSTM community engagement process. See p. 12.

## Obesity stakeholder event

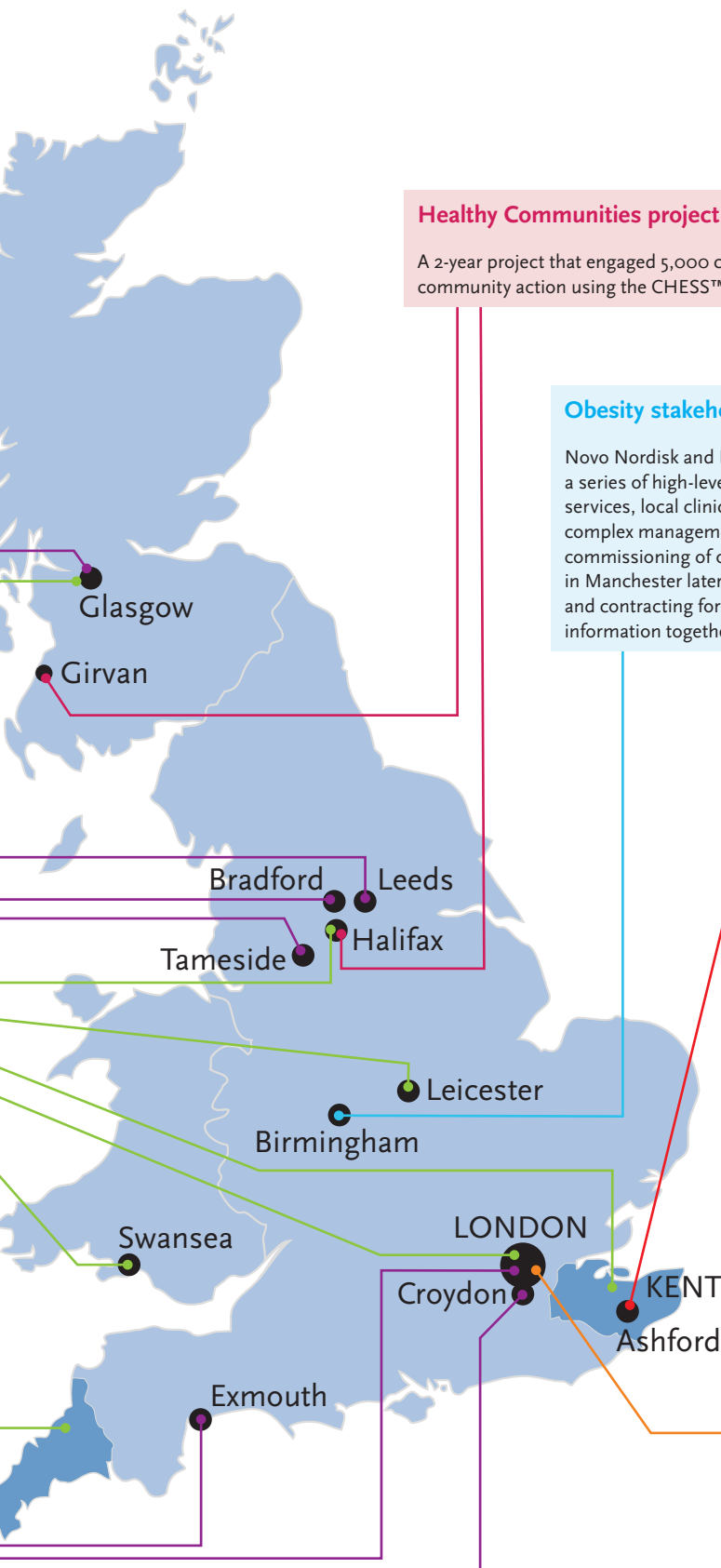
Novo Nordisk and Medtronic sponsored C3 to deliver the first in a series of high-level meetings for 47 commissioners of obesity services, local clinicians and obesity experts to discuss the complex management of obesity and the need for change in the commissioning of obesity services. A second meeting will be held in Manchester later in 2018. Attendee Angela Szabo, head of finance and contracting for the commissioners, reported 'we are pulling the information together for a case for change.'

## Wellbeing Symposium

C3 again partnered with Wellbeing People to co-organise this annual symposium, the only event of its kind that covers wellbeing in the workplace, community and for the individual. It was a great success with 240 attendees, and headline speakers such as Lord Richard Layard, known as the 'happiness guru'. Participant Samantha Glynn, Voice for Anxiety, wrote that 'I enjoyed it and came home with a buzz. It was great to see people taking wellbeing seriously and sharing ideas.'

## Tower Hamlets project

C3 is one of 4 partner organisations in a consortium commissioned by the London Borough of Tower Hamlets to improve population health and wellbeing and reduce local health inequalities. In March 2018, C3 and 22 community members conducted community mapping of 13 assets and identified potential interventions using the CHESSTM process. These evidence-based recommendations will inform the next phase of this three to five year project.



# International Breakfast Seminars

Drawing on our global network of 3,000 people in over 85 countries, we invite experts to present their work to a diverse group of UK professionals. These popular seminars provide an intimate space for the speakers and C3's local network to share challenges and best-practice examples of chronic disease prevention from around the world. They are 'pure C3', reflecting our ethos: that only by bringing together individuals from every facet of society can we spark collaborative solutions that will make it easier for people to live healthy lives.

C3 was pleased to celebrate its 50th breakfast seminar in June 2017 with Lise Kingo (former C3 Board member) and Charlotte Ersbøll from the UN Global Compact, the UN's social corporate responsibility initiative. The 61 attendees were asked to write a word describing C3 as a special commemorative activity (see p. 11).

The International Breakfast Seminars have gained a strong reputation over the 8 years since their inception. We are honoured to have sponsorship of the seminars for the first time. 8 organisations are sponsoring our 2018 seminar series, which is shaping up to continue the International Breakfast Seminar trend of a sparkling cast of speakers.



## 2017 series

- 6 seminars
- Speakers from 3 countries
- 198 attendees
- 88% would recommend to a colleague\*
- 90% rated networking as good or excellent\*

\* based on 80 completed evaluations

It takes vision, commitment and determination to start something from scratch and turn it into a successful institution. You have done it brilliantly with these breakfasts and the entire enterprise.

(from Edna Kissmann, the Wonder of ME)

90% of surveyed attendees rated networking as good or excellent

Contact us about sponsoring our 2019 series or being a guest speaker.



How would you describe C<sub>3</sub> ?

**Diverse  
perspectives**

**Inspirational** **Vision**

**Passion**

**Content!**

**Needed**

**Inclusive**

**Connecting**

(These are selected responses from attendees of C<sub>3</sub>'s 50th International Breakfast Seminar during a special commemorative activity.)





## Project objectives

1. To support people who live in Ovensden and Glendoune to answer two questions:
  - a. how can we become more physically active?
  - b. how can we eat a healthy diet?
2. To work with the communities and partners to implement their suggested solutions.

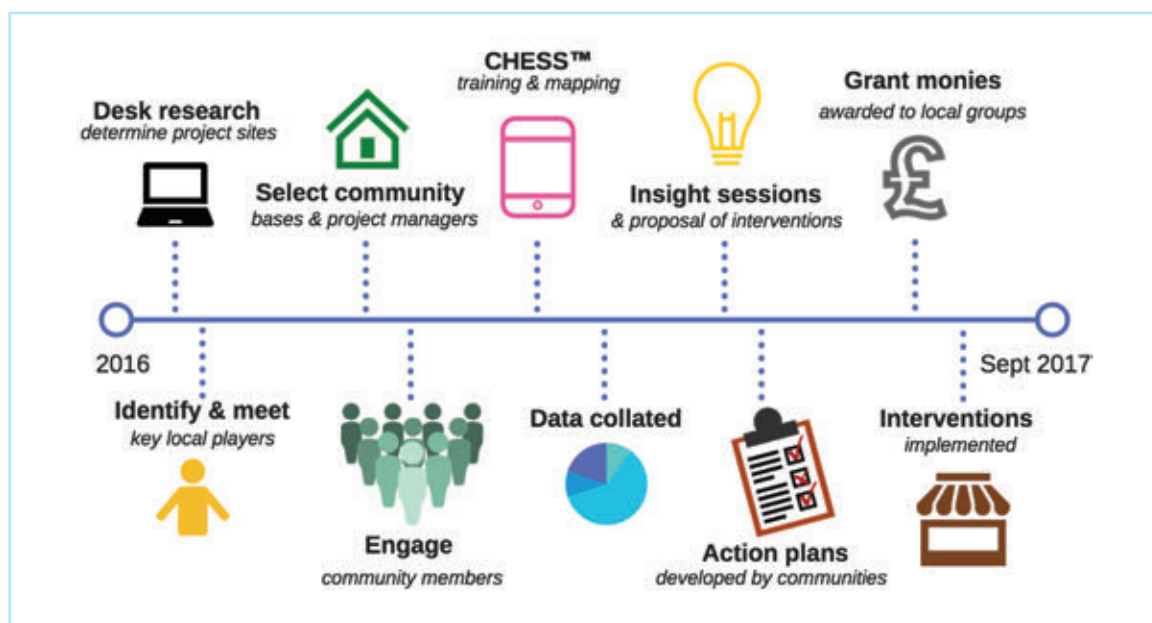
## What is the Healthy Communities project?

The Healthy Communities project (2016-17) was funded by Nestlé UK & Ireland and carried out by C3 together with two communities near Nestlé's factories; one in Halifax, England and one in Girvan, Scotland. Each community had an on-site, local C3 project manager overseeing the work and utilised the CHESSTM process.

## Evidence-based community engagement: CHESSTM

CHESSTM (Community Health Engagement Survey Solutions) is a community-engagement strategy created by Denise Stevens, C3 global health associate and president of the US-based social enterprise MATRIX Public Health Solutions. 'CHESSTM is unique,' explains Denise, 'in that it engages community members as "citizen-scientists" in a data-driven investigation about how their communities influence their health.'

Key to the process is an evidence-based mobile tool that equips individuals to collect and interpret quantitative and qualitative data on aspects of their community that are conducive to good health – or not. C3 then works with the community to create and implement action plans guided by public health expertise.



5,000  
community  
members  
engaged

## What did the Healthy Communities project accomplish?

Multi-part impact surveys administered to participants in combination with rich qualitative data illustrated that participation in the Healthy Communities project had a profound impact on the communities and individuals. This was true for both changes in the communities' physical activity and healthy eating opportunities, and in relation to the broader social determinants of health. See pp. 13-14 for details.

# Healthy Communities overview and outcomes

## Ovenden (Halifax, England)

**Local project manager:** Lisa Okonkwo,  
trust manager at St George's Community Trust

5 community members trained in CHESSTM

29 community assets assessed using CHESSTM tool

4,000 community members engaged  
(32% of Ovenden's population)

18 local organisations partnered with

### Interventions implemented

- Healthy options moved nearer the till at local Morrisons
- Cooking classes
- Gardening
- Wellbeing classes
- Community clean-up
- Dance sessions
- Breakfast and tea clubs
- Geocaching (high-tech outdoor treasure hunting)
- Sports sessions
- Indoor & outdoor activity sessions

### Impact survey results showed increases in:

- physical activity levels
- improvement of own health status
- knowledge about health challenges that the community faces

## Glendoune (Girvan, Scotland)

**Local project manager:** Roddy MacDonald,  
self-employed community worker

9 community members trained in CHESSTM

40 community assets assessed using CHESSTM tool

1,000 community members engaged  
(30% of Glendoune's population)

### Interventions implemented

- Refurbished community centre
- Reinvigorated Glendoune Community Association Board
- Indoor/outdoor sports activities
- Walking group
- Drop-in group to help with social isolation
- Summer picnic boxes for 175 school-aged children
- Classes through local restaurants: how to prepare vegetables and nutritious meals
- Community clean-up

### Impact survey results showed increases in:

- participation in sporting activities
- knowledge of levels of physical activity needed
- positive changes in own health status
- understanding of health challenges faced by the local community
- ways to improve health locally

## What's next?

In early 2018, the Medtronic Foundation awarded C3 \$50,000 to build on the project's foundational work in Ovenden. *Early interventions, better lives for longer!* aims to raise awareness about the prevention and early diagnosis of diabetes, cardiovascular disease and respiratory disease, and direct community members to relevant services. Lisa Okonkwo will run the project in partnership with C3 and Wellbeing People.

Through a generous funding extension from Nestlé to sustain the project until March 2018, Roddy MacDonald was able to build a strong team of community leaders in the Glendoune Community Association. They have used their new skills to apply for further financial support, and a robust business plan for the community centre has also been completed.

# Community impact: Excerpts from local project manager reports

We have provided a support network for parents. One parent said that she didn't know what she was going to do with the kids, including feeding them, over the holiday period. She was so grateful that the kids had a safe place to play, could meet up with their pals and make new friends, and could receive food. Some of which was taken home for the evening meal. "It's just great that this type of thing is happening locally with people that I ken and trust!"

'SB is a mother of four children and she has never really been actively involved in anything. She came with her step daughter and her children to the look and cook session and now SB is coming to breakfast and tea club. She has opened up more about issues and is looking at volunteering to help her get back into the workplace.'

The Healthy Communities project without a doubt salvaged a closing local community facility and created the space to build a robust team of future community leaders. About £4,165 in grant money became £10,000 when including all the goodwill, time and energy that community members contributed to voluntarily refurbishing the centre.

'GG is a mother of four and has suffered with anxiety for years. She came along to the Grow your Own [gardening] group with her children and really enjoyed it. She has now set up a group [for mums] to help get others out of the house, including Dance Central and walks in the park.'

The Healthy Communities project without a doubt salvaged a closing local community facility and created the space to build a robust team of future community leaders.

Roddy MacDonald, Glendoune local project manager

Contact us if you are a:

- Business wanting to contribute to a nearby community
- Community or local authority wanting to improve local health opportunities
- Researcher needing data on local health barriers and assets



Everybody was so positive about the Healthy Weight Initiative for Nurses programme and grateful. Nurses, whether men or women, whatever their work setting, background and ethnicity, embraced the project across the board. The overwhelming response was “it’s about time someone looked at this.”

**Joanne Loades, Cardiovascular Nurse**

Nurse participant and steering group member of the Healthy Weight Initiative for Nurses (WIN.)

# The Healthy Weight Initiative for Nurses



## What is the WIN. project?

WIN. was a bold, ambitious project tackling a sensitive issue: raising awareness of obesity in the nursing profession and engaging nurses themselves in how to address this. From 2015 to 2017, WIN. engaged with over 400 nurses in England to design initiatives to help nurses to achieve and maintain a healthy weight. WIN. was a partnership between C3, London South Bank University and the Royal College of Nursing (RCN), with funding from the Burdett Trust, the RCN and the RCN Foundation.

## What did WIN. accomplish?

In December 2017, research commissioned by WIN. made national headlines after being published in the *BMJ Open*. The first of its kind, this prevalence study found that 1 in 4 nurses in England are obese. This is higher than in other health occupations, and equal to the general population.

For 2017, WIN. implemented initiatives developed by nurses during co-design workshops the previous year. These included:

- A survey of 224 nurses at RCN Congress 2017 to identify the barriers to eating healthily at work, with results published in an infographic.
- A short online course on obesity offered for free through a partnership with the College of Contemporary Health. 56 nurses registered.
- The NURSING YOU pilot – an interactive pdf for weight management downloaded 950 times. Nurses reported that they liked the tone and style of NURSING YOU but requested that it be made available as an app.

## What's next? Launch of NURSING YOU app

In collaboration with global health and employment services provider MAXIMUS, C3 launched NURSING YOU as an app at the Wellbeing Symposium in February 2018. Designed by nurses, exclusively for nurses, NURSING YOU enables nurses to identify wellbeing goals, such as how to help maintain a healthier weight or drink more water. Following its debut, NURSING YOU was publicised in the *Nursing Times* and *Nursing Standard*. Nearly 100 nurses accessed the app in its first week. Our goal is for 1,000 nurses to use the app by September 2018.



@C3nursing

Are you a nurse or nurse employer?  
Contact us for the NURSING YOU app access code.





# Selena's story

**Selena is a burns and plastic reconstruction specialist nurse, and was one of WIN.'s most active participants:**



'Being an overweight nurse I felt that [WIN.] may help me tackle my own obesity issue in a way that worked with my job and its associated issues.

I was involved from the start. My purpose was to ensure that the whole project was suitable for nurses and led by nurses. WIN. has made me more aware of the opportunities that exist for nurses whilst highlighting how nursing impacts on our everyday lives, and how we fail to look after ourselves whilst looking after others. **I found the whole experience empowering.**

The biggest challenge participating with WIN. on a personal level was admitting how much I needed to address the issue, whilst the professional challenge was believing in myself to be part of the project, that my opinions mattered and that, I did, in fact have valid ideas and suggestions. The people who led the project were superb, approachable, fantastic communicators, open and engaging.

Since becoming involved with the project I have lost some considerable weight, around 4 stone (25 kg); started running – around 5k three times a week, and ran a 10k in February 2018; started dancing and progressed to dancing in competitions – something I would never have done previously as the dresses are just too tight and revealing for someone who feels self-conscious about their weight. **I am much more confident and feel much happier and more in control of my body.** I am no longer diabetic and no longer require statins.

**I feel much more confident to tackle the issues of weight management with my patients;** previously it was a subject I shied away from. Physically I have noticed I ache less after a long shift and that the additional exercise has helped with my mood both in and out of work.

I hope I have inspired a couple of the nurses I work with to take positive steps to ensure they can continue to nurse in a healthy manner. The ward now has a team that run regularly both for fun and charity.

I hope that WIN. helps nurses tackle their weight demons; I hope it helps them feel empowered to take their body back and feel in control. Weight loss is an emotive subject. With the added issues of being a nurse there is no easy solution but having options that are simple and effective are a good starting point.

**Seeing the finished product [NURSING YOU] and knowing I had input into its creation – I feel a huge amount of pride.'**

# Who we are

**Christine Hancock** is the founder and director of C3 Collaborating for Health. A clinician, manager, and economist from LSE, Christine was a CEO in the NHS, CEO of the Royal College of Nursing for 12 years, and president of the International Council of Nurses. Christine is also a member of the NHS Healthy Workforce Advisory Board, overseeing efforts to create a step change in the health of the 1.2 million-strong NHS workforce.

## Core team

With backgrounds in global health, physiotherapy, sociology, academic publishing, and business administration, our dedicated core team provides day-to-day management for C3's projects.

**Sarah Clarke** (*monitoring and evaluation officer*)

**Hester Rice** (*senior project manager*)

**Sukhpreet Kaur** (*governance officer*)

**Beverley Walker** (*financial manager*)

**Elisabeth Morgans** (*research & projects officer*)

## Associates



**Jane Abraham** (*workplace health and wellbeing*)

Jane is currently a Policy Fellow with the Joint Work and Health Unit (Department of Health and Department for Work and Pensions), the Non-Executive Director for Cornwall Partnership (NHS) Foundation Trust, and the academic lead on workplace wellbeing for University of Exeter business and medical schools.



**Mark Cobain** (*behaviour change*)

Mark is co-founder of the company Younger Lives, which delivers health behaviour change consultancy. He was a research fellow within the 'Framingham Heart Study' in Boston University, where he developed the 'Heart Age' test in 2004, is currently an honorary lecturer at Imperial College London within the Preventive Cardiology group and on the editorial team at American Journal of Health Promotion.



**Pat Goodwin** (*evaluation*)

Pat G was on the senior management team at the Wellcome Trust, is a former director of UK Biobank and has served on the Board of the Centre for Longitudinal Studies and the International Steering Group of the Public Population Project in Genomics and Society. Pat is the honorary treasurer of the Royal Society of Biology and chair of the Policy Committee of the Microbiology Society.



**Pat Hughes** (*nursing, health and development*)

Pat H has worked with the World Health Organization and the International Council of Nurses (ICN) on projects including professional regulation, education, women's health and advanced nursing practice. She also managed the ICN Merck Mobile Library project providing up to date nursing and health information to health workers in remote areas in 17 African countries, including in refugee settings in Tanzania and Zambia.



**Roddy MacDonald** (*local project manager – Glendoune*)

Roddy is the managing director of MACDONALD Partnerships which for over the past six years has engaged with communities and individuals to meet their full potential. He is a three-times graduate of the University of Strathclyde, latterly with a master's degree from the Graduate School of Business. His current ambitions are to work with like-minded people to challenge poverty in all its forms and to be an instrument of positive change.



**Michaela Nuttall** (*nursing*)

Having recently left the NHS after 27 years, Michaela is also the clinical director at Smart Health Solutions. She is the first nurse to be vice chair of the Health Care Committee of Heart UK and invited to join the Guidelines and Information working party and the Nurses working party of the British Hypertension Society, editorial boards and the Global Cardiovascular Nursing Leadership Forum. Michaela founded the HEART UK NHS Health Check Awards, and won the Nutrition and Health Nurse of the Year Award in 2013.



**Lisa Okonkwo** (*local project manager – Ovenden*)

Lisa is the trust manager of a local community charity within North Halifax, Calderdale. She is a local lass with a heart to see those in her community reach their full potential. The charity has 4 strands: children and young people, health and wellbeing, training and employability, and environmental projects. Lisa has qualifications in management and leadership, project management, and early years.



**Denise Stevens** (*global health*)

Denise is president and founder of US-based MATRIX Public Health Solutions, creators of the CHESS™ community-engagement strategy used by C3. Denise was the Director of Evaluation for Community Interventions for Health (an Oxford Health Alliance programme) which was the first and most comprehensive multinational pilot study focused on the use of structural interventions with community coalition building, health education and social media to impact the burden of chronic disease.



**Phil Veasey** (*community engagement*)

Phil currently sits on the Public Health England National Child Measurement Programme Board, and the Guys and St Thomas Charity Childhood Obesity Oversight Committee. He co-wrote the recommendations for the Morgan Stanley 'Healthy Cities London' programme, the community sport element of the National School Sport Strategy, and the National Mini Tennis Programme, for the Lawn Tennis Association (now the way children are introduced to the sport globally).

# Thank you

Thank you to Sigma Theta Tau International for recognising C3's achievements through their Archon Award. And enormous thanks to our global network for your notes of congratulations, continued support and source of inspiration.

## A big thank you to C3's Board:

We thank outgoing Board member **Christopher Exeter** for his help and advice as Trustee. Our appreciation to our Chair and Trustees for guiding C3:

- **Sally Gilding** (*chair*) – corporate services and trust consultant, and non-executive director of Intertrust Trustees Limited.
- **Caroline Stanger** (*deputy chair*) – director of clinical leadership at Bupa.
- **Zoe Bedford** – founder of ZPB Ltd and manager of The Cambridge Health Network.
- **Rachel Crossley** – sustainable business and responsible investment consultant, and senior advisor to the Access to Nutrition Index.
- **John Grumitt** – vice president of Diabetes UK and chief executive of Changing Health.
- **Jane Holdsworth** – director of Sponsus Ltd and founding CEO of the European Hydration Institute (now CIEAH).
- **Harpreet Sood** – physician and associate chief clinical information officer, NHS England.

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and partners:



AstraZeneca  
Cancer Research UK  
The College of  
Contemporary Health  
London South Bank University  
MATRIX Public Health Solutions  
PeoplePlus  
Pillory Barn Creative  
Punter Southall Health &  
Protection  
Royal College of Nursing  
RCN Foundation  
Sanofi  
World Health Organization  
Younger Lives

# Financial information

## C3 Collaborating for Health

### Financial information for the period to 31 December 2017

INCOME & EXPENDITURE	Unrestricted funds £	Restricted funds £	2017 total funds £	2016 total funds £
<b>Incoming resources</b>				
For charitable activities	363,581	58,333	421,914	676,388
Investment income	–	–	–	2
<b>Total incoming resources</b>	<b>363,581</b>	<b>58,333</b>	<b>421,914</b>	<b>676,390</b>
<b>Resources expended</b>				
From charitable activities	350,023	58,333	408,356	671,919
<b>Total resources expended</b>	<b>350,023</b>	<b>58,333</b>	<b>408,356</b>	<b>671,919</b>
<b>Net movement in funds</b>	<b>13,558</b>	<b>–</b>	<b>13,558</b>	<b>4,471</b>
<b>Fund balances brought forward at 1 Jan 2016</b>	<b>(26,140)</b>	<b>26,316</b>	<b>176</b>	<b>(4,296)</b>
<b>Total funds at 31 December</b>	<b>(12,582)</b>	<b>26,316</b>	<b>13,734</b>	<b>175</b>

C3's main charitable activities were supported by the following organisations:

Burdett Trust for Nursing, The Health Foundation, Novo Nordisk Ltd, Nestle, Revitalised Ltd, NCD Alliance, Pillory Barn Creative and World Health Organization.

SUMMARY BALANCE SHEET AT 31 DECEMBER 2017	2017 £	2016 £
<b>Current assets</b>		
Debtors	68,080	112,823
Cash at bank and in hand	28,978	32,901
Creditors: amounts falling due within one year	(83,684)	(145,549)
Net current assets	13,374	175
<b>Total net assets</b>	<b>13,374</b>	<b>175</b>
<b>Funds</b>		
Restricted funds	26,316	26,316
Unrestricted funds	(12,582)	(26,141)
<b>Total funds</b>	<b>13,734</b>	<b>175</b>

#### Trustees' Statement

The information provided in these financial statements is a summary of the draft statutory accounts, which at the time of printing had not been signed off and filed. These summarised figures may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information, the full annual accounts should be reviewed. These can be obtained from the charity's offices at 7-14 Great Dover Street, London SE1 4YR or on the Charity Commission website: [charitycommission.gov.uk](http://charitycommission.gov.uk).



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