



**Strategic Plan
December 2014**

Prepared with the assistance of

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**Maggie Beer Foundation
Strategy Deliberation**

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Introduction

This document is the inaugural strategic plan for the Maggie Beer Foundation (MBF). It has been developed to guide the establishment and direction of the MBF.

MBF is an initiative borne out of the passion of Maggie Beer to transform the food experience for older people. By challenging community attitudes, changing institutional food preparation practice and shifting best practice expectations, the MBF will be a constructive force improving the life style and health of older people.

MBF will become a credible voice in the community that will be a national advocate for higher food standards for those who supply food to older people living at home, in supported care and in institutions.

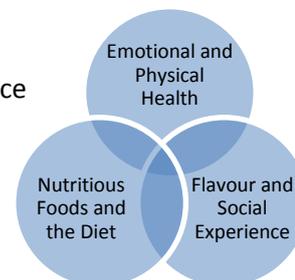
"I feel it's like a huge jigsaw with pieces that we can pull together over time to make a wonderful picture of which we can all be proud. A passion to provide older people with affordable, fresh food at home or in residential care homes, with an emphasis on locally grown produce, that gives them pleasure." Maggie

MBF will seek to improve the skills of chefs and cooks working in food preparation for older people, recognise and celebrate best practice and catalyse a rethink of the supply chain used for bulk food preparation for older people.

This plan discusses:

- establishment strategies necessary to form a sustainable not for profit foundation
- post establishment strategies to guide the work of MBF for the next two years

A core premise of the MBF is that there is, for many people, a strong link between emotional and physical health; the flavour and the social experience around food; the nutrition of foods and the overall diet. When all three come together the quality of life for older Australians is improved.



Our Vision

The joy of fresh food, full of flavour and that gives pleasure is a daily experience for every one as they age.

Our Objectives

To establish a vibrant, influential and authoritative charitable foundation that will improve the *quality of life* of the current and future generations of older people.

To find a unique role for MBF that will complement aligned governments, institutions, non-government organisations and the community.

To advocate for a good food experience for older people and to improve their emotional and physical health and well being everyday.

To support innovative ideas and solutions that challenge established food practices and help provide older people with affordable, fresh (locally produced where possible) and nutritious food.

To fund and support research projects that will support the Vision and the Objectives of MBF.

To provide new understanding, skills and knowledge to the chefs and cooks providing food for older people, to deliver greater nutrition and enhanced food experience from all meals.

To raise the community appreciation of the importance of the nutritional content and flavour of food as a key component of well-being amongst older people.

We are advocating for systems change...



Our Strategies in Review

Establishment Strategies

1. Establish a fundraising program Establish a fundraising program that supports the Priority Action Plans (page 11)
2. Establish and fund a marketing strategy that:
 - Communicates the purpose and value of MBF and develops a national brand for MBF.
 - Disseminates information about the importance of food and the dining experience to older people to:
 - professionals working in the sector
 - providers of aged care
 - governments and other authorities
 - the community

Post Establishment Strategies

Education

1. Design and deliver pilot education programs for key decision makers controlling food budgets, supplier relationships, menus and dining room management in aged care homes.
2. Support the upgrade of the TAFE Certificate IV Commercial Cookery curriculum to incorporate aged care modules to meet residents' needs.
3. Support the establishment of an education program for those designing and providing meals for older people in the community.
4. Develop and publish an educational guide for the preparation and delivery of food in aged care homes.

Advocacy

To establish credibility as an influential 'voice' advocating for improved food and meals for older people. Advocate the needs of the older person to Governments, the industry and to the general public in relation to food and nutrition.

Awards for Excellence

Establish and facilitate an Awards for Excellence Program to acknowledge the good work in the sector. Awards cover categories such as

- Residential aged care sector
- Provision of food services for those living in the community
- Friendly restaurants and cafes accessible to the aging community.

Community Program Support

Actively support and endorse community initiated activities consistent with the principles and values of the Foundation.

Research

Seek out and develop partnerships with universities and government endorsed institutions to accelerate and add to the body of knowledge on foods and nutrition for the aged and the impact of the dining experience on the emotional and physical health of the aged.

Actively support and advocate for research consistent with the aims and objectives of the Foundation.

Food Chain

Seek innovation in the Australian agricultural sector and the food processing and distribution industries to increase the range of foods, to enhance the freshness of foods, and improve the nutritional value of foods available for the aged.

Raise awareness and importance of foods for the aged in the supply chains which provide food products and services to the aged sector.

Our Strategies in Detail

Establishment Strategies

Finance and Fundraising

Fundraising 1	<i>Establish a fundraising program that supports the Priority Action Plans</i>
Rationale	The Foundation will require both a capital fund and an operating fund to support the programs and the day-to-day operations as outlined in this strategy document.
Principles that guide this strategy	Full transparency of funding and sponsorship Sponsors' values must be consistent with the values of the MBF.
Actions for MBF	<ol style="list-style-type: none"> 1. Board members to pass on key contacts as part of a database of key individuals, corporations and foundations to approach through personal contact. 2. A formal 'approach and ask' methodology be established and implemented with involvement of Board members and the MBF management. 3. Establish fundraising Maggie Beer hosted private dinners for exclusive clubs or groups. 4. Consider options for a sponsorship program for the MBF or projects run under the name of the Foundation. 5. Consider the use of 'crowd-funding'.
Success looks like...	Funding initiatives undertaken to enable the Foundation to stand alone in the short term to action agreed initiatives.

Marketing

Marketing Strategy	<i>Establish and fund a marketing strategy that:</i> <ul style="list-style-type: none"> • <i>Communicates the purpose and value of the MBF</i> • <i>Contributes to the Fundraising program</i>
Rationale	To raise the profile of MBF as a credible and influential organisation within the aged care sector, government and community.
Principles that guide this strategy	External relationships and activities undertaken are aligned with the values of the MBF
Actions for MBF	<ol style="list-style-type: none"> 1. Approach JamShop as potential pro-bono agency support. 2. Establish a program of press releases and newsletters over the next 12 months. 3. Fund and then distribute a review of the publications of this subject. 4. Contribute papers and organisational support to Professional Conferences in the aged care sector 5. Plan and conduct forums to build awareness

	<ul style="list-style-type: none"> • General public • Chefs and cooks • CEO's • Government <p>6. Establish a clear succinct rationale for the Foundation and communicate the urgent need for action (gather and communicate factual evidence)</p>
Success looks like...	MBF is known as the leading organisation that is championing the food, dining experience and well-being of older people.

Operational Strategies

Education

Education Strategy 1	<i>Design and deliver pilot education programs for key decision makers controlling food budgets, supplier relationships, menus and dining room management</i>
Rationale	Change is unlikely to happen unless those who control key decisions are convinced of the importance and benefits of the change. By running training programs it is expected that new concepts of 'best practice' will be fostered and innovation will result.
Principles that guide this strategy	Co-funding of a 3 day program (\$30k-\$50k) Outcomes will be monitored to assess value of the program. Maggie Beer will be directly involved in the design and delivery of the pilot programs
Actions for MBF	Design, seek co-funding, market and deliver the 3 day program.
Success looks like...	The majority of participants of the 3 day course embrace the core principles and implement significant changes within their residential care facility with measurable positive outcomes.

Education Strategy 2	<i>Support the establishment of a new TAFE Certificate 4 for Chefs Specialty Program "Aged Care Catering"</i>
Rationale	There is a growing need for a speciality course for those preparing food for older people. Chefs and cooks who provide food for older people who live at home or in residential aged care facilities are not necessarily fully aware of the nutritional requirements of older people and are not aware of the broader well-being issues associated with the food experience.
Principles that guide this strategy	MBF as the Sponsor is involved in the structure and module content of the Commercial Cookery IV Curriculum.
Actions for MBF	MBF is the Sponsor and will provide advice to this initiative and lobby for support.
Success looks like...	TAFE SA adopts the additional modules to the Commercial Cookery IV curriculum. Supported by SA and national aged care homes as an industry recognised certificate.

Education Strategy 3	<i>Support the establishment of an education program for those providing meals for the elderly in the community.</i>
Rationale	There are many voluntary and paid carers who are providing meals for the elderly living in the community. These carers are often not aware of the nutritional needs of older people. Accessible resources on the internet and distributed through established organisations e.g. COTA and Domiciliary Care will raise the standard of meals and increase health and well-being of elderly people living in the community.
Principles that guide this strategy	Collaboration with current suppliers and support agencies e.g. COTA, Domiciliary Care Diabetic Association, Alzheimer’s Australia, RDNS, Meals on Wheels, LASA.
Actions for MBF	Engage with key stakeholders currently providing care to older people at home to gauge: <ul style="list-style-type: none"> ➤ Their appreciation of the need for change in food services ➤ Their willingness to be part of the change Establish a coalition of providers to develop a range of resources accessible to voluntary and professional carers of the elderly living in the community.
Success looks like...	Develop and publish an educational guide for the preparation and delivery of food in aged care facilities.

Advocacy

Advocacy Strategy	<i>To establish credibility as an influential ‘voice’ advocating for an improved food and meal experience is for older people.</i>
Rationale	As the population of Australia ages and investment in health care for older people rises, the importance of quality meals and food for older people has broadly diminished. The Foundation wants to change this trend by being a strong voice for lifting the value of and investment in good food and an enhanced social experience for older people.
Principles that guide this strategy	Board Members and other MBF advocates are aligned with key messages and objectives.
Actions for MBF	Establish credibility with: <ul style="list-style-type: none"> • Owners and operators of residential aged care homes. • Relevant government Ministers • Relevant associations and organisations <ul style="list-style-type: none"> ○ COTA, Domiciliary Care; RDNS; Community Health Services; Municipal Councils; St John’s Ambulance; Churches; veterans groups etc. • Those caring for older people living at home
Success looks like...	The Foundation has influenced industry practice, Government policy and community attitudes toward the value of food for older people.

Community Support Programs

CS Program Strategy	<i>Actively support initiatives from the community consistent with the principles and values of the MBF</i>
Rationale	Encouraging community engagement, leveraging the desire to contribute to the MBF, combined with the need to expand our reach to change the culture of food for the elderly and in aged care.
Principles that guide this strategy	Community based programs should align with the specific goals of the MBF. MBF should inspire these initiatives but is not responsible for them.
Actions for MBF	Actively seek expressions of interest from the community for suitable programs / initiatives. Create a communications plan to roll this out.
Success looks like...	A wide range of community based programs that operate to support the emergence of the goals of MBF.

Awards for Excellence

Awards Strategy	Establish and facilitate the creation of a suite of awards for excellence to acknowledge good work in the sector e.g. <ul style="list-style-type: none"> • Aged care sector • Provision of food services for those living in the community • Age friendly restaurants and cafes.
Rationale	While advocating change it is important that good practice is acknowledged and rewarded.
Principles that guide this strategy	Open and transparent processes.
Actions for MBF	This process of awards assessment and selection could be outsourced to a contractor. (This probably needs further discussion) <ul style="list-style-type: none"> • Prepare a brief business plan to assess viability of various models of award processes • Seek proposals from potential contractors from a set of principles and business plan guidelines • Create guidelines which identify control points which meet Maggie's satisfaction.
Success looks like...	Chefs and cooks influence and drive change within their kitchens aligned with MBF's ethos.

Research and Information Dissemination

Research Strategy	<i>Actively support and advocate for research consistent with the aims and objectives of the Foundation.</i>
Rationale	The field of ‘food and well-being for older people’ is not adequately supported by evidence from rigorous research. To establish a position of influence and credibility the MBF will engage directly in necessary research and actively support others engaged in this research.
Principles that guide this strategy	<ul style="list-style-type: none"> ➤ Facilitation of high quality research. ➤ Greater support from MBF when matching funds are available. ➤ MBF to support original research that assists in achieving the Vision of the MBF. ➤ Co-research funders need to support the aims and objectives of the MBF.
Actions for MBF	<ol style="list-style-type: none"> 1. Establish and oversee the administration of a research grant fund. 2. Establish processes and reporting which ensures the transparency of the funding program and the outcomes from all grants. 3. Establish a sub-committee of the Board to develop a simple process that will ask for a two page research submission from research organisations. 4. Invite researchers working on target projects to submit a proposal. 5. Communicate the results of the research through conference presentations, published papers and the media. 6. Create a section on the MBF website for the publication and search of research funded by the MBF. 7. Disseminate information about the importance of food and meals for older people to professionals working in the sector and across the community.
Success looks like...	<ul style="list-style-type: none"> ➤ MBF is the recognised repository for aged care food related research. ➤ MBF to establish the nutritional guidelines for the older person to be used as a reference for chefs and dieticians in aged care homes.

Food Chain Innovation

Strategy	<i>Seek innovation in the supply chains supplying those who provide food products and services to the aged sector</i>
Rationale	Existing suppliers access supply chains sourcing processed, packaged and frozen food products often from international markets. This food is cheap but has lower nutritional value than fresh food. This will require the development of local solutions in each region. Supporting local producers and farmers is key to the success of this strategy.
Principles that guide this strategy	<ul style="list-style-type: none"> ➤ Replacement of imported food product with locally sourced food ➤ More fresh food served ➤ Establishment of new buying groups ➤ Development of new markets for local producers ➤ New menus built which focus on seasonal produce and procure ingredients accordingly.

	➤ Establishment of supply chains to enable local, fresh food, within budget to reach aged care homes.
Actions for MBF	<ol style="list-style-type: none"> 1. Research the facts on the use of and value of imported processed foods used by the aged care sector. (Facts are needed to develop a disruptive strategy). Flavour and seasonality are core to the MBF's ethos. 2. Encourage local suppliers and industry groups of bulk fresh food to innovate in the supply to institutions and buying groups servicing the aged care sector. 3. Support research into the design and modelling of new supply networks across the sector. 4. Support awards for excellence for those who are challenging the existing business models of cheap imported food through innovative ways of accessing supply chains of local producers.
Success looks like...	<ol style="list-style-type: none"> 1. To see new business models emerge that challenge existing supply chains and make good quality food accessible to older people. 2. Strong local food industries supplying local markets and their neighbours in the provision of fresh nutritious food to aged care service providers. This underpins a major import replacement strategy.

Priorities for Action 2014

Strategy Area	Priority Votes (October 2014)
Education	21
Advocacy	19
Research	12
Support Community Program	3
Food Chain	0
Awards for Excellence	2
Fund Raising	23
Information Dissemination	9

Appendix

Ambition

In 2020 the MBF will be renowned for:

The Maggie Beer Foundation is recognised as the catalyst for the dramatic change in food and the food experience in aged care evident from 2014 – 2020. This has truly been a food revolution linked to the quality of life of older people and for the quality of life of older people and their dignity.

- Great food in more aged care facilities across Australia
- The Maggie Beer Foundation has changed the aged person's food experience
- Excellent food and dining experience
- Catalyst to change the food environment in aged care
- Health, happiness and quality of life of the aged is attributed to improved food culture in aged care
- Radically changed the quality of food for the elderly
- For promoting a positive take on ageing and aged care
- MBF influencing Government policy re food in aged care

Changed community opinion of food for older people living at home to focus on correct nutrition from fresh food

- Outreach to people alone in homes unable to cook for themselves
- Support for older people living at home
- Changes the nature of food for aged living at home

The MBF has helped make aged care cooking and food preparation for older people a meaningful and desirable occupation creating pride and job satisfaction

- Making the topic of good food for the elderly 'sexy'
- A real education program for cooks in aged care

For being the voice of advocating quality food and a quality food experience for the elderly

For driving the increase of quality of life of older people

- Shifting government regulations to improve food culture
- Leading the discussion in changing the dining experience
- Started the dialogue on the quality of life in aged care
- The public recognition of MBF's effectiveness in influencing the overall food awareness of Australia.

Creating and facilitating internal change within the sector

- The leading body in Australia who champions the right to a good food life in aged care
- For being a leading voice in promoting the fundamental right of aged care residents
- Leading for advocacy for good food in residential aged care homes
- Informing improved aged care food from evidence base
- Deinstitutionalising food in the aged sector
- Shifting government regulation to improve food culture

- MBF started a new dialogue on the quality of life in aged care
- Leading the discussion and change in dining in aged care

Revitalising and/or creating new agricultural opportunities for the growing and processing of foods that are required by the aged

- MBF raises awareness of the opportunities available to the agricultural sector
- Research provides direction on improving the nutritional value of the foods, the diets of the elderly and the social impact of the dining experience
- Local producers and companies commence innovation programs
- The supply chain changes to bring fresh foods more economically

MBF has a strong sustainable funding model

- MBF has such a profile that funding is easy to obtain
- MBF has a differentiated and unique profile and activities
- MBF creates and retains a Board structure capable of delivering the objectives
- The marketing activities conducted by MBF contribute to the funding model but at the same time do not compromise the values, lifestyle and business activities of Maggie Beer or her associated peers and staff

Globally connected organisation sharing and leveraging resources

- MBF has connected with like-minded organisations globally
- The Foundation becomes a global benchmark for other countries with an ageing demographic

For shifting the culture and practice of aged care in a positive way regarding food and nutrition

MBF is acknowledged as revolutionising the food supply chain for aged care