



## Strategic Plan

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Prepared with the assistance of

ETHOS

Maggie Beer Foundation

Strategic Plan

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## **Introduction**

The Maggie Beer Foundation (MBF) was borne out of the passion of Maggie Beer to transform the food experience of older people. The MBF will challenge community attitudes, change institutional food preparation practice and raise the awareness of the link between emotional wellbeing and food for older people.

The MBF is a credible voice in the community that is advocating nationally for higher food standards for those who supply and prepare food to older people living at home, in supported care and in residential care facilities.

This plan charts a course to grow the influence of the MBF through the certification of food providers, by building skills and awareness of those preparing the food and in facilitating a research program to create the evidence that will drive policy and culture change for the benefit of older people in our community.

## **Our Vision**

The MBF is a vibrant, influential and authoritative charitable foundation that will improve the quality of life for current and future generations of older people.

## **Our Objectives**

To advocate for a good food experience for older people and as a result improve their emotional and physical health and emotional wellbeing.

To help older people access affordable, familiar, fresh and wholesome food.

To provide new understanding, skill and knowledge to the chefs and cooks providing food for older people, to deliver enhanced food experiences from all meals.

To raise the community appreciation and awareness of the importance of the wholesome ingredients, flavour and the experience of food as key determinants of wellbeing for people as they age.

## Our Strategies

### Strategy 1: Establish the MBF Partnering Program

<b>Rationale</b>	<p>We believe it is important to recognise exceptional performance when trying to drive cultural change. This program will offer recognition of significant and sustained improvement in the emotional and physical wellbeing of our Elders through delicious, wholesome and enjoyable food experiences and great conversations. This will be achieved by implementing 'the Maggie Beer appetite for life' programs of good practice from food services within an institution or food service providers within the community catering to older people. This certification will be for a limited period of time and will recognise specific aspects of best practice and innovation. Examples may include: access to fresh food; personalised menus; food presentation. The partnering program will help to promote consumer confidence in a provider.</p>
<b>Actions</b>	<ul style="list-style-type: none"><li>○ We will, with strategic partners, develop a partnering program based on certification.</li><li>○ We will attract sponsorship for this program.</li><li>○ We will create a national profile for this program to build industry and community awareness of the value of the certification.</li><li>○ We will work with the industry to promote the process of certification and the publicity of awards.</li><li>○ We will establish a phased approach to the implementation of the partnering program based in a three tranche process.</li></ul>
<b>Success look like...</b>	<p>The first tranche of the certification is launched early 2018.</p> <p>Industry stakeholder and community organisations are advocates for the program.</p>

## Strategy 2: Expand the Reach of MBF Masterclasses

<p><b>Rationale</b></p>	<p>The development of the MBF Masterclasses has been a highly successful strategy for the MBF. It is now time to expand the reach of the program and decrease the program’s reliance on the personal engagement of Maggie Beer.</p> <p>Masterclass programs with leading Australian chefs will help build the skills and knowledge of chefs and cooks working in the industry with elderly people. Furthermore, it will influence behaviour change in order to create positive emotional and physical well being outcomes for Elders. With this broader knowledge of the nutritional benefits of wholesome food, a focus on the importance of enjoying the food experience and an emphasis on economically sustainable menus, these chefs and cooks will be strong ambassadors for the work of the MBF.</p>
<p><b>Actions</b></p>	<ul style="list-style-type: none"> <li>○ We will grow the national program of Masterclasses over 2017/18</li> <li>○ We will attract other leading Australian Chefs to be part of the program.</li> <li>○ We will enhance the program to ensure that it incorporates our focus on creating a positive emotional and physical well being outcomes for Elders</li> <li>○ We will expand the program to include a module for CFO’s, CEO’s and administrators in the aged care industry</li> <li>○ We will explore the potential of an extension program for alumni of the Master Class Program called ‘MBF Champions of Change’. This program will further extend the work of the Masterclass and enable the participants to be real agents of change.</li> </ul>
<p><b>Success look like...</b></p>	<ul style="list-style-type: none"> <li>○ In two years Maggie Beer’s direct involvement in the Masterclass program is minimal.</li> <li>○ The program is sought out by cooks and chefs cooking for older people as an additional qualification and professional development experience.</li> <li>○ The majority of the participants are implementing new strategies into their residential care facilities and community based kitchens with measurable positive outcomes for elderly people.</li> <li>○ There is a measurable increase in the quality of life metrics for aged care homes that adopt the MBF program.</li> </ul>

### Strategy 3: Develop an Innovative Research Program

<p><b>Rationale</b></p>	<p>It is important for the MBF to grow the evidence base for the principles that underpin the work of the Foundation, ie that emotional and physical wellbeing and appetite for life is enhanced with fresh, wholesome food and a quality meal experience in a cost effective way.</p>
<p><b>Actions</b></p>	<ul style="list-style-type: none"> <li>○ We seek to sponsor or co-fund research directly linked to our Objectives.</li> <li>○ We will establish a Research Advisory Committee to guide decisions to fund or co-fund research projects</li> <li>○ We seek to establish strong strategic links with established research organisations with a track record working with food and or the aged sector.e.g.             <ul style="list-style-type: none"> <li>○ SAHMRI</li> <li>○ CSIRO</li> <li>○ The ARC Centre of Excellence in Population and Ageing Research</li> </ul> </li> </ul>
<p><b>Success look like...</b></p>	<ul style="list-style-type: none"> <li>○ The name of the Maggie Beer Foundation will be associated with a portfolio of research examining the link between wellbeing, the meal experience and quality of life, the cost drivers associate the provision of food and the illumination of institutional barriers preventing change.</li> <li>○ The outcome of the research with which we are associated will have impact in various government policy settings.</li> </ul>

## Strategy 4: Grow Public and Sector Awareness of the Foundation

<b>Rationale</b>	<p>The Foundation relies heavily on external sources of financial support. Attracting money from community and corporations through public fundraising and targeted philanthropy is critical. A strong and positive public profile for the Foundation is an essential strategy. It is important that the profile of the Foundation be quite distinct from the profile of Maggie Beer. The profile of the Foundation must be based on the positive impact the Foundation promises and the financial support it requires to have this impact.</p>
<b>Actions</b>	<ul style="list-style-type: none"> <li>○ Establish a profile of the Foundation through major events, targeted publicity campaigns and press releases about relevant research.</li> <li>○ We will seek professional assistance to build the public profile of the Foundation.</li> </ul>
<b>Success look like...</b>	<p>The MBF is a familiar and well recognised 'brand' as a recipient of high profile fundraising initiatives</p>

## Strategy 5: Build Our Influence Across Governments

<b>Rationale</b>	The aged sector in Australia is strongly influenced by Government policy. If we do not influence Government policy, our work will have limited impact.
<b>Actions</b>	<ul style="list-style-type: none"> <li>○ Establish a strategic alliance with the South Australian Government’s ‘Ageing Well’ initiative based on establishing key nodes of best practice in the provision of the food and meal experience for older people in South Australia.</li> <li>○ Establish a range of strategic links with national initiatives and research organisations based on improved services across the aged sector.</li> <li>○ Prepare documentation that explains the work of the MBF in the context of high profile reports currently influencing Government policy in the Aged sector in Australia.             <ul style="list-style-type: none"> <li>○ <i>Eg Report on Government Services 2016 Volume F: Community services Produced by the Productivity Commission for the Steering Committee for the Review of Government Service Provision</i></li> <li>○ <i>Aged Care Financing Authority Fourth report on the Funding and Financing of the Aged Care Sector July 2016</i></li> </ul> </li> </ul>
<b>Success look like...</b>	The MBF is regarded highly and the opinion of key players associated with the Foundation are often sought out by Government.