



EUROPEAN
FEDERATION OF
THE ASSOCIATIONS
OF DIETITIANS

www.efad.org

EFAD is a not-for-profit organisation that does not pursue any political or religious ends.



Mission

To support member Associations in developing the role that dietitians have in reducing inequalities and improving nutritional health in Europe

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Vision and Values for EFAD

The Vision

EFAD, national dietetic associations (NDAs) and dietitians are recognised leaders in the field of dietetics and nutrition. We will continue to pro-actively initiate and grow partnerships in order to improve nutritional health, reduce socioeconomic health inequalities and contribute to economic prosperity.

To achieve our vision EFAD supports the highest quality of dietetic education, professional practice, research activity and partnership.

Our Values

The values of EFAD guide how we make decisions and define our approach to partnership and collaboration.

Our core values are: fairness, openness, non-discrimination, collaboration and independence.

These are expressed more fully in the way EFAD conducts its business, observing our Code of Ethics and Code of Good Practice (p 9) and being:

- democratic, transparent and inclusive
- independent and ethical
- discerning and open to new ideas and approaches
- credible, objective and honest
- an effective communicator
- supportive of opportunity, innovation, creativity and entrepreneurship
- respectful of the values that members hold and their capabilities
- a partner with clients, colleagues and others
- active in pursuing excellence

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About EFAD

The European Federation of the Associations of Dietitians (EFAD) was established in 1978 in Copenhagen, Denmark with 10 member associations. EFAD now has 29 full members and 2 affiliate members, with 4 applicant members (RO, CZ, LT, SK) representing over 30,000 dietitians in 29 countries.

Membership of the Federation is open to the National Associations of Dietitians (NDAs) of all member states of Europe. The General Meeting is made up of Delegates from each of the member Associations. The Federation is directed by its General Annual Meeting of Delegates and represented by an Honorary President and Executive Committee.

EFAD has three standing Committees;

- Education and Life Long Learning
- Professional Practice
- Research and Evidence Based practice

In 2010 the Education and Life Long Practice Committee began work on developing further the EU funded Thematic Network '*Dietitians ensuring education, teaching and professional quality*' (DIETS2)

Aims of EFAD

The aims of EFAD are to:

- promote the development of the dietetic profession
- develop dietetics on a scientific and professional level in the common interest of the member Associations
- facilitate communication between national dietetic associations (NDAs) and other organisations - professional, educational, and governmental
- encourage a better nutrition situation for the population of Europe.

These aims are pursued in co-operation within the member Associations and with international organisations. Our stakeholders include dietetic associations, dietitians, citizens, key national ministries, higher education institutions, non-governmental organisations, food industry, policy-makers and other health professionals. Our engagement with these groups reflects our independence while acting in the best interest of the populations we serve.

By embedding dietetic education, professional practice and research activity in dietetics throughout Europe, we enable high quality engagement at all levels, thereby addressing health determinants and creating supportive environments for healthy lifestyles and prevention of disease through nutrition.

Communication of our aims and objectives is achieved by fostering exchange of knowledge, best practice promotion and action with and between our stakeholders.

Improving Quality

Professional and Educational Standards for Dietitians in Europe and publications (all available on the EFAD website)

European Education Mapping reports
(1986, 1991, 1995, 1999, 2003, and 2009)

*European Academic and Practitioner **Standards** for Dietetics* (2005)

*European Dietetic **Competences** at the point of entry to the profession* (2009)

*European Dietetic Practice Placement **Standards*** (2010)



EFAD Ethical Statement

EFAD bases its values on the International Code of Ethics agreed by the International Confederation of Dietetic Associations (ICDA), adopted in September 2008:

“Dietitians practice in a just and equitable manner to improve the nutrition of the world by:

- *Being competent, objective and honest in our actions*
- *Respecting all people and their needs*
- *Collaborating with others*
- *Striving for positive nutrition outcomes for people*
- *Doing no harm*
- *Adhering to the standards of good practice in nutrition and dietetics”*

The International Code of Good Practice supports the International Code of Ethics:

“Provision of Service and application of knowledge:

- *Provide high quality, cost-efficient services in nutrition and dietetics*
- *Provide services based on the expectation and needs of the community or client*
- *Competently apply the knowledge of nutrition and dietetics and integrate this knowledge with other disciplines in health and social sciences*
- *Work co-operatively with others to integrate nutrition and dietetics into overall care/service regardless of context*
- *Work in partnership with clients and users of the service*

Developing practice and application of research

- *Interpret, apply, participate in or generate research to enhance practice*
- *Develop a unique body of knowledge*
- *Have an in-depth scientific knowledge of food and human nutrition*
- *Develop practice based on evidence*

Communication

- *Communicate effectively through nutrition education, education and training, development of policy and programs*
- *Advocate for nutrition and dietetics, the alleviation of hunger and the value of services*
- *Advance and promote the dietetics profession*

Quality in practice

- *Systematically evaluate the quality of practice and revise practice on the basis of this feedback*
- *Strive to improve services and practice at all times*
- *Maintain continued competence to practice*

Continued competence and professional accountability

- *Ensure accountability to the public*
- *Accept responsibility for ensuring practice meets legislative requirements*

Maintain continued competence by being responsible for lifelong learning and engaging in self-development.”

The Strategic Plan

Introduction

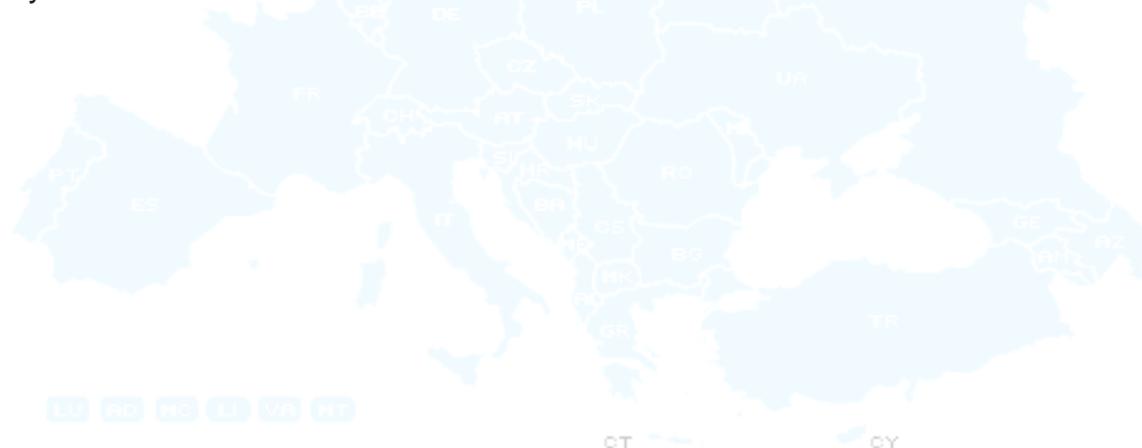
In developing our Strategic Plan, we have considered the challenges facing Europe and its population that will influence nutritional health. Further, we have taken into account foreseeable changes in demographics, education, the economy, technological advances, and the review of European policies and sustainable supplies of food.

The welfare of individuals or groups of the population who are at acute or chronic nutritional risk is at the heart of the work of European dietitians and their Associations. Dietitians work with all age groups and across diverse cultures, socioeconomic conditions, clinically, in public health and in food supply and catering. Dietitians are educated in nutritional science and its application to improve health and wellbeing. They are well placed to scientifically appraise strategies and make effective interventions or policy decisions to improve nutritional health and wellbeing at local, regional and national level.

EFAD has a unique role to play in representing not only the best nutritional evidence that European dietitians can provide, but also in advocating improved food supply strategies designed to support people making wise food choices. By working at local, national, European and international level we aim to initiate, influence and inform policy decisions that will ensure that nutrition, food and health are always considered.

For their part, European dietitians must respond through continual professional development and an evidenced-based approach to their practice.

The implementation of this plan will require commitment to sharing best practice between National Dietetic Associations and all of our stakeholders in pro-active, open and creative ways that reflect our commitment to the values of EFAD.



How we will make a contribution to health in Europe

EFAD brings together dietitians who believe it is *their responsibility as a profession to safely and professionally support the improvement of the nutritional health of the people of Europe* through an evidence-based approach.

Added Value 1: Dietitians are nutrition and diet experts who work across all sectors where food and nutrition matter:

- ✓ to manage acute and chronic illness through modified nutrition
- ✓ to work with all age groups, guiding healthy food choices in a preventative role (community health)
- ✓ with policy-makers on food provision and a healthy diet (health/public health and risk reduction)
- ✓ with food service management and industry: safe, informed and nutritious foods

The geographical range of EFAD enables support for dietitians in new member states and candidate countries, together with local NGOs, HEIs and policy-makers. To realize and increase the impact of dietitians, EFAD continues to build and strengthen the education and lifelong learning capabilities of the profession across Europe. This will facilitate cooperation, quality of care, cross-border care for patients and professional mobility. Dietitians support those with whom *and for whom* they work: patients, clients, dietetic community, other health professionals, public and private sectors ensuring better nutrition knowledge, healthier food choices and safer nutrition environments. EFAD provides a network for dietitians who are the major human capital asset for protecting and promoting human health and safety through better nutrition.

Added Value 2: Health is critical to the economic, political and social development of all countries (*Lisbon Strategy, 2006 and Europe 2020, 2010*) and health promotion through nutrition is fundamental to prosperity for all (*2nd WHO European Action Plan for Food and Nutrition Policy 2007 – 2012*). To understand health determinants and the role that nutrition and food choice plays, EFAD believes all healthcare professionals need to embrace a paradigm shift from a largely **medical** model to a **biopsychosocial** model (a synthesis of medical and social models). The biopsychosocial model includes domains that influence nutritional health, such as education, employment and community. EFAD will pilot a system (example: USA in 2003: *ADA Adopts Road Map to Quality Care and Outcomes Management*) that provides a method for collecting data on nutritional care. A Standardised Nutrition Terminology (SNT) with the Nutrition Care Process (NCP) enables greater understanding of nutritional health determinants. Dietitians in the pilot across Europe will make systematic records of nutrition interventions. This information will be used in reports for stakeholders, policy-makers and citizens. A sustainable nutritional health monitoring system in Europe (and globally) could be created.

Added Value 3:

The new European health policy: *Health 2020 (Action plan for implementation of the European strategy for prevention and control of NCDs: EUR/RC60/SC (2)/20)* is influenced by glaring health inequalities within and between countries; growth of NCDs accounting for more than 60% of mortalities (75% in 2030); impact of globalisation and new technologies and the ageing population. Behavioural, environmental, social and economic factors strongly influence non-communicable diseases (NCDs). To reduce risk the promotion of healthy diets and physical activity is required (*Moscow Declaration, Global Ministerial Conference April 2011*). Increasing exchange of knowledge, especially between policy-makers, NGOs, health professionals, higher education institutions (HEIs) and dietitians will

allow for targeted collection, analysis and dissemination of nutritional health initiatives. An action plan for developing a regional/sub-national network to share learning will result together with a report on current evaluations of actions for supportive environments especially in the workplace and across the lifecycle.



Ambitions for EFAD

1. Realise the contribution that dietitians can make to the improvement of nutritional health in Europe.
2. Support the role of all NDAs to contribute to the sustainability of economic and social health through influencing decision-makers both locally and in Europe.
3. Embed best quality and evidenced-based dietetic practice in Europe through collaboration and partnership
4. Promote education and lifelong learning in order to raise and maintain European dietetic standards

During the period 2011 – 2016, EFAD will:

1. Monitor, map, analyse and report on differentials in the provision of dietetic care for acute and chronic conditions as they affect nutrition in member states, with a view to highlighting areas of concern and reducing health inequalities through nutrition.

In order to do this, we will:

- *develop an agreed model of the dietetic care process*
- *standardise dietetic terminology with a view to monitoring service provision*
- *map dietetic employment & highlight areas in need of strengthening*
- *work with NDAs to support greater recognition of dietitians/dietetic services*

2. Advise, review, contribute and advocate those policies at a European level that will create optimal conditions for a strong dietetic profession.

In order to do this, we will:

- *identify the Directorate Generals who specifically affect the practice of dietetics and determine areas for influence*
- *identify and report national policies that may affect the profession*
- *formulate EFAD position papers*

3. Ensure that the quality and quantity of new dietetic practitioners are enhanced; and opportunities for high quality lifelong learning and research-led practice are available to all practitioners, in order to guarantee a safe and competent dietetic workforce.

In order to do this, we will:

- *continue to develop DIETS2*
- *support NDAs to achieve registration at national level*
- *seek funds for practice research*
- *facilitate access to dietetic evidence databases*

4. Develop networking, information provision and use of appropriate media to support dietitians in their communication, dissemination and exploitation capabilities.

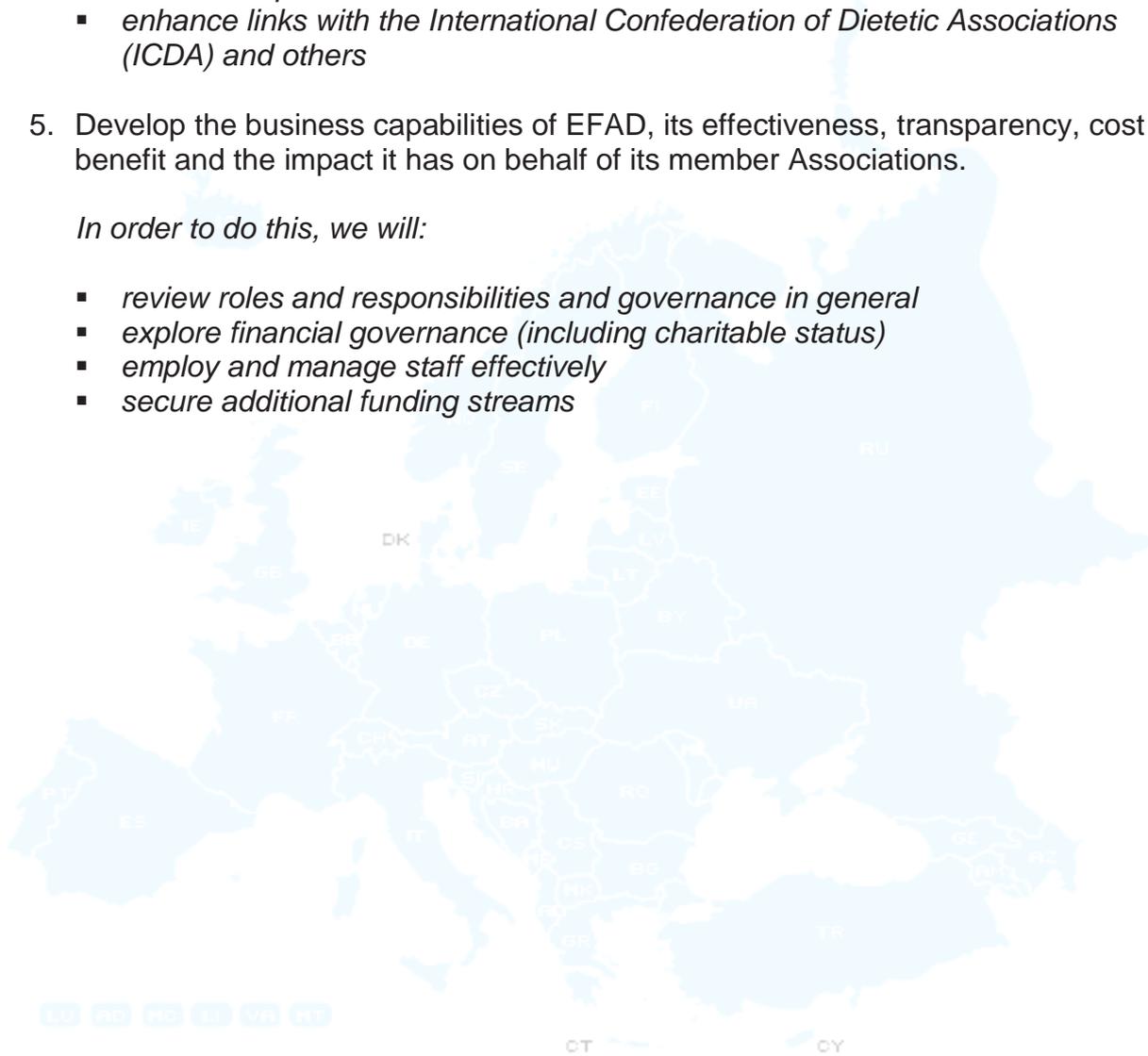
In order to do this, we will:

- *invest in the website*
- *explore social networking opportunities and new modes of communication with members, partners and others*
- *work to increase networks of dietitians particularly at sub-national level*
- *evaluate impact*
- *enhance links with the International Confederation of Dietetic Associations (ICDA) and others*

5. Develop the business capabilities of EFAD, its effectiveness, transparency, cost benefit and the impact it has on behalf of its member Associations.

In order to do this, we will:

- *review roles and responsibilities and governance in general*
- *explore financial governance (including charitable status)*
- *employ and manage staff effectively*
- *secure additional funding streams*



Action Plan for 2011-13

Key Results: (the priorities from the 2010 business plan for EFAD are in brackets)

1. Support and develop tools at European level for enhancing professional practice
2. Effective advocacy role for dietetics and dietitians in European policies (national and local) that affect nutritional health in Europe especially health inequalities.
3. Develop standards of dietetic education and dietetic practice across Europe including evidence based practice.
4. Improve communication of the role and work of dietitians, Associations and EFAD (*Promote the dietetic profession (role of the Dietitian) internally and to other organisations/ Develop collaboration with other organisations, to promote the role of Dietitians/ nutrition*)
5. Develop the business capabilities, review effectiveness, transparency and impact for member associations (*Sustainability of the EC function of EFAD/ Maintain sound financial management of EFAD*)



1. Key Result: Support and develop tools at European level for enhancing professional practice			
Goal: To scope, identify and pilot tools that member Associations can realistically use			
Actions:	2011	2012	2013
Engage with ADA, DAA and members of EFAD, using a standardised terminology to develop a feasibility study	Associations engaged in discussions, mapping of care process	Increased understanding by EFAD members of nutrition care process and use of standardised terminology	
		Participate in ICDA workshops	
		Provide support to NDAs regarding regulation	
Engage with other organisations to promote work streams to benefit dietitians and gain funding for projects in partnership	Discussion with other groups and organisations and plan for systematically investigating tools to enhance practice		
	Projects agreed, discussed and funds sought		
	Partnership and sponsorship policy agreed and adopted		

2. Key Result: Effective advocacy role for dietetics and dietitians in European policies (national and local) that affect nutritional health in Europe especially health inequalities.			
Goal: To enable a 'respected voice' for the profession on behalf of dietetic service users			
Actions:	2011	2012	2013
Identify the EU Directorate Generals who specifically affect the practice of dietetics and determine areas for influence	List of relevant EU DGs and areas of influence	EFAD has awareness of, and contributes to, future policies affecting dietetic practice	
Proactively engage with EFAD partners to promote dietitians and dietetic practice	Strategic understanding of the expectations of partners (and their members) of EFAD and the benefit of partnerships to EFAD	Position EFAD in Europe (and internationally) for impact and promotion of dietitians	
Identify key roles for dietitians in Europe and develop an evidence base for effectiveness to promote the essential role and requirement for dietitians	Develop expert and specialist networks for dietitians to enhance collaboration and enable mapping and collection of evidence	Build reports of the activities of key groups of dietitians and especially their effective interventions and roles in areas of food supply and safety; health promotion and education	

3. Key result: Develop standards of education to support lifelong learning (LLL) of dietitians across Europe and and promote an evidence-based approach to practice			
Goal: Associations are able to support their members in identifying their LLL needs and access support			
Actions:	2011	2012	2013
Map post-qualification competence requirements	Identify post-qualification competences	EFAD adopts post-qualification competence	
Propose and implement LLL strategy		Draft LLL strategy	Implementation of LLL strategy
Work closely and integrate activities of EFAD with DIETS2		Database of available courses to support LLL	New LLL courses available
Provide support for Evidence based practice (EBP)	Produce a database of materials available to increase knowledge of EBP	Pilot an e-course to support dietitians in research-led practice	
Increase publication and dissemination of EBP	Editorial board for e-journal	First edition of e-journal	
Funding opportunities for research disseminated		Website area established and promoted for funding of research	

4. Key result: Improve communication and dissemination of the role and work of dietitians, Associations and EFAD			
Goal: Use a diversity of media to promote the successful contribution made by dietitians to European and International audiences			
Actions:	2011	2012	2013
Website development	Contemporary website with enhanced access for individual dietitians	Enhanced interactivity through use of multimedia (eg blogs, discussion boards)	
Develop a communication strategy that includes dissemination and exploitation (ie valorisation)		Communication strategy to include social networking	Impact assessment
Increase communication and dissemination activities	Conference with DIETS	Conference with DIETS and join DIETS in production of newsletters (bi-annual) emphasis role dietitian in nutrition of the older person	
Build networks of expert dietitians across Europe	Workshop for expert dietitians	Increase emphasis on role of expert groups and publicise	

5. Key result: Develop the business capabilities, review effectiveness, transparency and impact for member Associations			
Goal: Continue to improve the profile, transparency, effective input and role for EFAD			
Actions:	2011	2012	2013
Increase income	Submit operating grant application Submit other grant bids	Submit operating grant application and other grant bids	
Guidance on sponsorship and income	Produce policy document agreed by General Meeting		
Optimise business capabilities for EFAD	Report on feasibility of establishing a company to manage business opportunities	Pursue commercial opportunities	
Review how EFAD defines and monitors strategic priorities for its commitments	Establish Terms of Reference for a Scientific Reference and Advisory Committee and invite members	Scientific Reference and Advisory Committee audit activities, report to EC and contribute to the annual report	
Set monitoring mechanism for tracking the achievement of goals	A simple but effective mechanism established and first audit completed to feed into Annual Report	Auditing continues and refinement of the tool	
Develop fully a transparency statement and implement	Review transparency statements and plan consultation	Embed transparency in all the Federation undertakes eg produce annual report	