



# BAPEN Strategy

2022-2027



*Realising our vision to ensure every individual receives safe, timely and appropriate nutritional care in every care setting, every day.*



# President's Foreword



**Our new strategy for 2022-2027 sets out ambitious plans for growth in membership, reach, impact, knowledge, and longevity for BAPEN.**

I see this as paramount to working towards our vision for every individual to receive safe, timely, and appropriate nutritional care in every care setting, every day. We have devoted time and resource to having conversations and collaborating with BAPEN colleagues from across our different disciplines, other external organisations, and the wider NHS. As our previous strategy comes to an end, and we adapt to a new clinical environment following the pandemic, I am proud to be at the helm of BAPEN as we publish this new strategic plan.

As I welcome the launch of this new strategy in our 30th anniversary year, I feel proud of the achievements we have made since our establishment in 1992. BAPEN has striven for continual improvement for three decades, leading change and developments to improve nutritional care in a wide range of health and care settings across the UK.

In 2020 we appointed three new external Trustees to our Board, all of whom bring a wealth of experience across the nutrition and charity sector. The Board of Trustees have been instrumental in providing new perspectives that support good governance and greater accountability.

It is worth highlighting the collaborative work ethic that BAPEN encourages. I have always thought that one of BAPEN's defining characteristics is the close working of the multi-disciplinary Core Groups, Standing Committees and Special Interest Groups. By harnessing the expertise of these networks, this approach has fostered long-lasting, positive change in the identification of malnutrition risk and the delivery of nutritional care. BAPEN is strong in its component parts, but even stronger as a sum of its parts.

This new strategy aims to celebrate, facilitate, and enhance this collaboration to help secure the best possible outcomes for patients with nutritional care needs.

Our strategy 2022 – 2027 will inform our practice, our ways of operating, the values which define our culture, and our future direction. Furthermore, BAPEN's high quality support needs to be relevant and responsive to the current and changing clinical environment, whilst also acknowledging the increasing demands placed upon all those working in health and social care.

This strategy has been met with vigour and enthusiasm by our Executive, Trustees and Council. It will form a clear framework for our annual delivery plans and will be embedded into our routine operational practice. The strategic plan outlines how we will meet our ambitions, and I hope that over the next five years this strategy will drive us to deliver significant improvements in nutritional care.



**Dr Trevor Smith**  
President, BAPEN

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# Why malnutrition matters

Malnutrition, as represented by undernutrition, is both a cause and consequence of disease in adults and children.

Malnutrition is often under-recognised and under-treated to the detriment and cost of individuals, health and social care services and society.



It is estimated that there are more than three million people at any one time in the UK who are malnourished



35% of adults admitted to care homes in the previous 6 months are at risk of malnutrition



Health and social care expenditure associated with malnutrition in adults and children in the UK is estimated to be £23.5bn and rising



Individuals who are malnourished see their GP more often, are admitted to hospital more frequently, and stay on hospital wards for longer



70% of patients weigh less on discharge from hospital



Estimates suggest that the prevalence of malnutrition in children ranges from about 5% to 15% among those accessing healthcare services



Malnutrition is estimated to affect about 30% of adults on admission to hospital and about 34% of those in hospital wards



Individuals who are malnourished suffer more health-related complications, are less likely to live a fully independent life, and are at greater risk of being admitted to long-term care or dying unnecessarily



In infants and children, malnutrition has profound effects on growth and development through childhood and later increases risks of long-term conditions in adulthood

The benefits of delivering safe and effective nutritional care and providing adequate hydration are immense, especially for those with long term conditions. BAPEN's vision is that every individual receives safe, timely and appropriate nutritional care in every care setting, every day.

For more information on why malnutrition matters, please see our video '[Nutrition Matters, BAPEN Matters](#)' or visit [www.bapen.org.uk](http://www.bapen.org.uk).

BAPEN is a coherent network of highly motivated healthcare professionals working with patients and their carers across a range of inter-connected disciplines to deliver improvements in nutritional care in the UK.

For more on our structure please [see here](#)



## What is BAPEN?

The British Association for Parenteral and Enteral Nutrition (BAPEN) is a Charitable Incorporated Organisation (CIO) which brings together leading multi-disciplinary professional and patient groups and networks from across the UK to help promote the best possible outcomes in nutritional care.

**BAPEN drives change through raising awareness of the clinical, social, and financial impact of malnutrition. Our work focuses on promoting screening and diagnosis, providing world-class learning and guidance, and campaigning for the provision of the highest quality care for those who are malnourished or at risk of malnutrition.**



*BAPEN's work and influence supports the nutrition community across the four nations*

# Our Values

In 2022 we have launched a new set of values – the principles that guide the way we act on our vision to ensure every individual receives safe, timely and appropriate nutritional care in every care setting, every day.

These values are integral to delivering both our vision and our strategic aims – they underpin everything we do.



## Listen

We listen, learn from, and value the experiences of our multi-disciplinary members across health and social care.



## Lead

We drive change, innovate, and help lead the improvement of nutritional care for patients in the UK.



## Share

We share our expertise with each other, across our disciplines and with patients. We are open to different sources of knowledge and strive to collaborate with each other honestly and openly.



## Support

We support patients and each other, working together to deliver safe and effective nutritional care in an inclusive environment.

# Strategy summary

We have agreed three strategic priorities to guide our work over the next five years.

We have developed these based on our progress over the last 30 years, and from our collaboration with stakeholders including individuals with malnutrition, carers, professionals, healthcare leaders and providers at local, regional, and national levels.

Our priorities are underpinned by the activities and initiatives that we will achieve, working together with our Core Groups, Standing Committees, and Special Interest Groups towards our common goal. In everything we do, we will strive to deliver the best possible nutritional care for patients in the UK.

## Knowledge

We will facilitate and support improvements in knowledge and understanding to deliver excellent nutritional care to all those in need.



## Reach

We will extend our reach to raise awareness of malnutrition and influence consistent and equitable access to excellent nutritional care across the four nations.



## Sustainability

We will strive to maintain BAPEN as a sustainable, charitable organisation through sound financial planning, succession planning, people development and our pledge to protect our environment.

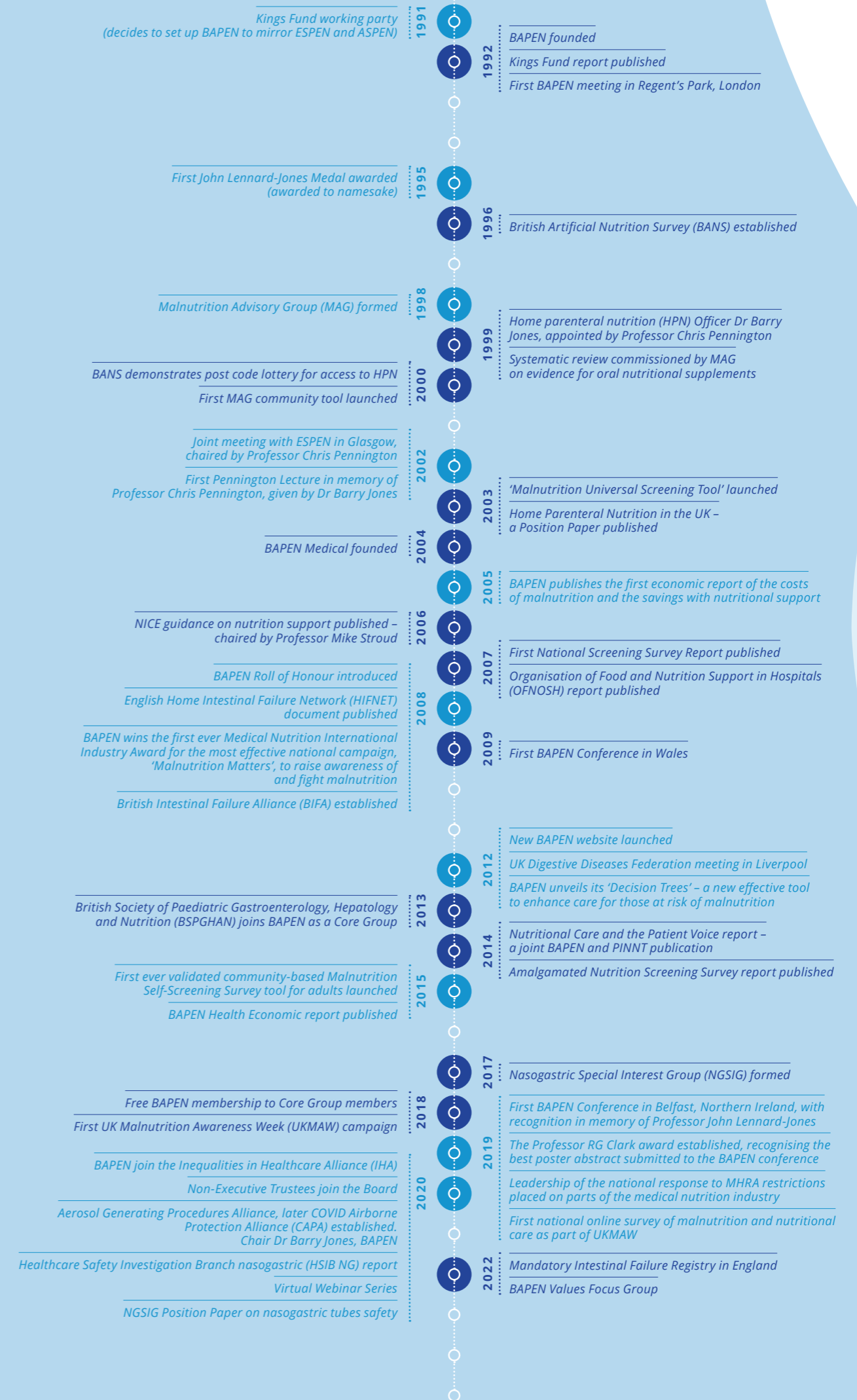
# Developing our strategy

Developing BAPEN's strategy presented an opportunity to actively reflect on our past priorities, our achievements to date, and consider what we need to do to elevate our impact.

Since we published our last strategy in 2018 there have been number of key changes to BAPEN as an organisation. BAPEN is now registered as a Charitable Incorporated Organisation and has a Board of Trustees sharing their knowledge, skills and expertise with Council and the Executive team. We have developed and strengthened our bonds with the Core Groups and members across the four nations; and we continue to lead and influence at a national level.

For our members, we have formed new Special Interest Groups and continue to provide high quality resources including education and training materials. BAPEN membership is now free for members of our Core Groups, and we have re-established our relationship with the Nutrition Society. The environment in which we are now all working has arguably never been more challenging. The COVID-19 pandemic stretched even the most prepared organisations and the health and social care landscape is now very different to when we published our last strategy. Malnutrition, one of many health inequalities, is likely to become more widespread in the current cost of living crisis and so it is imperative that BAPEN has a clear and strong strategy.

We have developed our strategy to be concise, relevant, and effective to our members, patients and carers, policy makers and other key stakeholders. Our work will be aligned to the strategy with clear and measurable objectives that will be published in our Annual Reports. Our vision remains unchanged, and we believe that our new strategy will help us ensure that every individual receives safe, timely and appropriate nutritional care in every care setting, every day.



# Insights to inform our strategy

The development of BAPEN's 2022–2027 Strategy has been led by a Steering Group of members and underpinned by a robust process of engagement and consultation.

A significant part of establishing BAPEN's new strategy has involved identifying a set of values by which the organisation will live and operate. This was an important element for BAPEN in setting its direction and commitments.

Empowering members has been key in the process, with views of members and patients sought through a values workshop, a focus group session, and a survey. Some of the areas that matter the most are captured here.

○ Listening to members' views on **priorities, opportunities, and barriers.**

○ BAPEN should continue to create **a learning culture** for its membership.

○ Leading means setting a clear course for the organisation based on insights of its membership and the real world, to **truly move the needle on improving nutritional care.**

○ Learning in terms of both the provision of education but also willing to work with other organisations to **fully integrate nutrition** into the management of all patients with, or at risk of, malnutrition.

○ **Be the voice of nutrition for the UK.**

○ Work with others to have a **seamless approach to nutritional care** and do more to raise its importance within the medical profession.

○ The patient focus group agreed that **education is 'critical across the board'** to BAPEN's essence. The participants would like to see more education and co-produced materials, and for these to involve patients so they can emphasise what is important to them.

○ 'Valuing people' came out strongly in the members' survey, recognising the contribution of individual members **working together and supporting each other** from a wide range of backgrounds – clinical, academic, research and industry.

○ The **importance of increasing diversity**, especially thinking about how recommendations and tools may be used for a broad range of people, populations and communities.

○ Learning from and **sharing best practice**, and leading the way through provision of guidance, research, reports and more.

○ Being an organisation that professionals and patients can look to for **reliable and evidence-based advice and guidance.**

○ Working in a multidisciplinary way, including patients, to **create synergies and drive change.**



# Strategic priority 1:

Facilitate improvements in **knowledge** and understanding of nutritional care

**We will facilitate and support improvements in knowledge and understanding to deliver excellent nutritional care, to all those in need.**

Every one of us working within nutritional care in the UK is seeking to continually improve it. To do this, we need to develop both our knowledge and our resources, and to share them widely with the individuals we care for, and healthcare professionals, alike.

Education underpins the work that we do, and since our foundation as a charitable association in 1992 we have brought together a multi-disciplinary team of healthcare professionals with patients and

carers, to harness the collective knowledge of malnutrition and high-quality nutritional care. The very nature of our existence stems from this shared commitment and understanding of what is needed to achieve excellence in every setting.

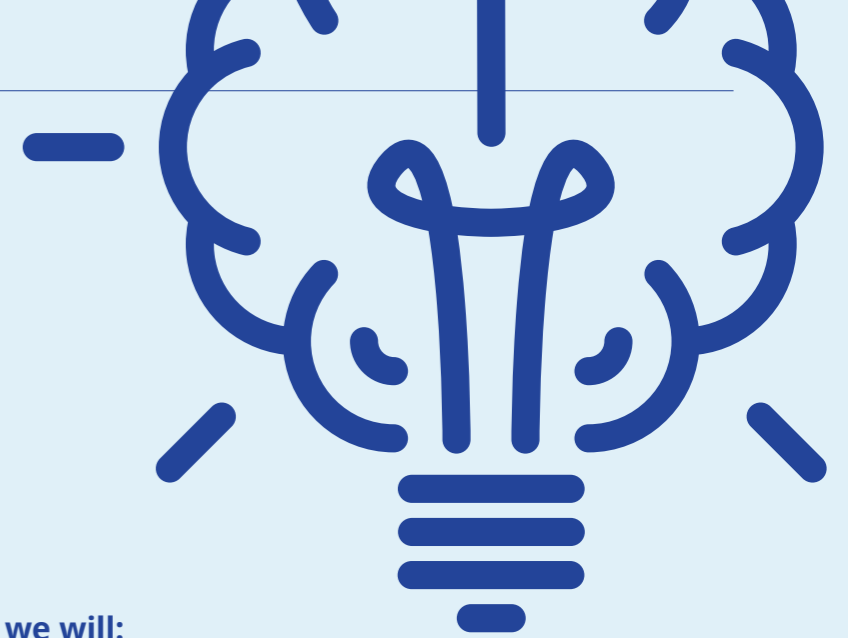
As part of our strategy, we will be pioneering in our approach to researching and publishing evidence on malnutrition and its treatment; we will be rigorous in providing materials and resources to support our members and the wider public.



*"BAPEN has a long-standing reputation for creating knowledge and resources. We're aware that knowledge does not always translate into practice so our focus will be to create resources that encourage adoption and implementation and that ultimately optimise nutritional care."*



**Dr Anne Holdway,**  
BAPEN Education Officer



## Through this strategic priority, we will:

- ✓ Drive improvements in knowledge by continuing our rigorous approach to gathering, analysing, and learning from **data collected on routine care**
- ✓ Take a **leadership position**, striving to facilitate significant improvements in the way we develop and spread knowledge of malnutrition
- ✓ Work **collaboratively**; listening and learning from each other and harnessing the breadth and depth of skills and knowledge within our Core Groups, Standing Committees, Special Interest Groups and expert members
- ✓ Continue to build a **best-in-class suite of tools and resources** that are evidence-based, and which influence the knowledge of the health and care workforce on clinical nutrition and the identification, treatment, and prevention of malnutrition
- ✓ Work with key stakeholders to **influence the training curriculum** for health and care professionals
- ✓ **Develop training events and materials** for health and care professionals (doctors, nurses, allied health professionals, care staff), using a range of platforms to improve the access and delivery of education and learning
- ✓ Dedicate funding for a series of **specific innovation projects** that increase knowledge and understanding of malnutrition, and support the delivery of excellent nutritional care
- ✓ Work jointly with Patients on Intravenous and Nasogastric Nutrition Treatment (PINNT) and collaboratively with other patient organisations to ensure **accessibility to resources** that empower people affected by malnutrition – and their carers – to be advocates of high-quality nutritional care



## In 2023, we will:

- ✓ Deliver an informative face-to-face conference for our membership
- ✓ Support the work of BIFA and NGSIG to produce and publish guidelines, recommendations, and top tips
- ✓ Continue to develop our series of webinars and podcasts on clinical nutrition
- ✓ Continue to deliver and develop the Intestinal Failure Registry for adult and paediatric IF services
- ✓ Work with PINNT to develop documentation for people we and our members care for – and their carers – informing them of excellent nutritional practice
- ✓ Support MAG with the annual UK Nutrition Screening survey – with wide dissemination of findings





# Strategic priority 2:



Extend our **reach** to raise awareness

**We will extend our reach to raise awareness of malnutrition and influence consistent and equitable access to excellent nutritional care across the four nations.**

At any one time, more than three million people in the UK are malnourished (or at risk of malnutrition), and yet it continues to be an under-recognised, and under-treated problem.

In 2017, 25 years after outlining the requirement for all hospitals to implement nutrition support teams and nutrition steering committees, BAPEN sent a Freedom of Information (FOI) request to all hospital trusts in England, health boards in Scotland and Wales, and social care trusts in Northern Ireland to determine how many hospitals currently have nutrition support teams and nutrition steering groups. The results demonstrated a significant increase

in the percentage of nutrition support teams in hospitals in the UK – rising from 28% in 1988 to 72% in 2017. However, the results also demonstrated where further work and considerably more attention to nutritional care is needed.

Against this backdrop, extending our reach, presence and raising awareness of malnutrition and nutritional care amongst our patient and professional networks is pivotal. Beyond awareness, we are intent on maximising our levels of external engagement – facilitating interaction and collaboration – to bring about genuine change in perceptions and knowledge of malnutrition and nutritional care.



*“It is only through working together that we can make a difference. Raising awareness of what we mean by malnutrition here in the UK, its impact on individuals and what we all can do to help is important. We also need to make sure that there is consistency in the nutritional care provided across the UK. However, what we do as an organisation, and how we do this, needs to be meaningful and this can only be achieved by extending our reach effectively.”*



**Kate Hall,**  
BAPEN Communications Officer



Through this strategic priority, we will:

- ✓ Rotate **our conference location** across the four nations to increase reach and engagement with members and health care professionals throughout the UK
- ✓ Work collaboratively with our partners to **speak in one voice** – refining our narrative such that our communication is accessible to patients, and professionals alike
- ✓ Actively work on **developing our website** – creating patient and professional facing sections, expanding our content, and working to increase engagement with our tools and information
- ✓ Enhance our overall **communication** efforts and promote BAPEN's leadership position by profiling executive members, chairs of BAPEN's Standing Committees and Special Interest Groups. We will also look to enhance the sharing of research-based data with national and regional media
- ✓ Optimise **our social media channels**, by developing engaging content that leverages BAPEN's authoritative voice around malnutrition and nutritional care
- ✓ Continue to **work with PINNT** to better understand the holistic needs of patients, people on home artificial nutrition, and carers, and develop a joint, patient-focused delivery plan
- ✓ Continue to work collaboratively with the **Malnutrition Task Force** to run UK Malnutrition Awareness Week each year, raising awareness of malnutrition, encouraging greater uptake of screening in health and social care settings, and highlighting the importance of implementing and delivering a nutritional care plan
- ✓ Support and influence work of **national importance** including CAPA and HSIB
- ✓ Develop, and work closer with, our **professional networks**



In 2023, we will:

- ✓ Commission a review of our website for members
- ✓ Engage patients to co-design a patient orientated area on the website
- ✓ Publish an annual delivery plan which aligns to our strategic priorities and outlines clear, measurable goals
- ✓ Continue our efforts to support the CAPA campaign and COVID enquiry
- ✓ Engage with the Healthcare Safety Investigation Branch (HSIB) to understand the barriers to providing safe nutritional care in hospital
- ✓ Work with PINNT to develop a comprehensive understanding of patients, people on home artificial nutrition, and carers' holistic nutritional care needs
- ✓ Work with BAPEN country representatives to help understand nutritional care priorities within the four nations
- ✓ Continue to work in partnership with others to address any supply issues which may impact on nutritional care



# Strategic priority 3:

Maintain BAPEN as a **sustainable** charitable organisation

**We will strive to maintain BAPEN as a sustainable, charitable organisation through sound financial planning, succession planning, people development and our pledge to protect our environment.**

Our commitment to championing safe, timely and appropriate nutritional care lasts far beyond the next five years that this strategy represents. We wish to build a lasting plan that continues to serve health and social care professionals, patients, and the wider community.

Moreover, against the backdrop of an ever-changing healthcare environment, sustainability – and the awareness of our impact – is a target we all need to focus on.

Part of our commitment in this strategy, therefore, will be in both considering, and actively reducing our impact on the environment and influencing all involved in nutritional care to act similarly.

As a CIO, we need to ensure our own sustainability as well. We need to ensure that we have a sustainable membership community – and that our members are supported and offered development opportunities. It is also important that, as an organisation, we remain financially viable.



*“Without engagement and involvement from members in the work of our committees, and our activities, we will not achieve our vision. I am delighted to have contributed to the development of our new strategy which includes plans to make our membership processes easier, offering a mentorship programme for members and ensuring our work is more accessible. These plans will mean more members can, and will want to, get involved which can only be a good thing for BAPEN and the patients we work with.”*



**Dr Dan Rogers,**  
BAPEN Secretary



## Through this strategic priority, we will:

- ✓ Work to **increase our membership**, listening to and working with our members and more clearly articulating membership benefits
- ✓ Identify, and deliver on, a **reduction in plastics commitment** together with our industry partners
- ✓ Look to **actively engage** with members, encouraging them to get involved in the work of BAPEN and its committees
- ✓ Amplify and make improvements to our **Equality, Diversity and Inclusion** policies and commitments
- ✓ Make a commitment to **minimise the impact of our work on the environment**, listening to patients and members to understand their views
- ✓ Focus on developing our people through a **mentorship programme**
- ✓ Measure and adopt tactics to **reduce our carbon footprint**, including innovating around digital solutions
- ✓ Ensure **financial sustainability**, including maximising income whilst increasing cost effectiveness and return on investment



## In 2023, we will:

- ✓ Simplify our membership renewal processes
- ✓ Embed our yearly membership pulse check survey in the BAPEN calendar
- ✓ Develop a mentorship programme that is open to all members
- ✓ Host interactive council meetings, opening part of the meeting agenda for members to observe and engage in live social media updates
- ✓ Initiate research on patient views on sustainability
- ✓ Engage with industry partners regarding the environmental impact of parenteral nutrition, enteral nutrition and oral nutritional supplements and look at ways of reducing this

# Our commitment

Throughout this strategic document we have set out a clear roadmap of how we intend to work with our members, patients, and professional and patient groups to deliver our vision over the next five years.

We believe that a fundamental part of us realising our vision depends on collaborating with others, and in this document, we invite our partners to work with us to deliver positive change in the field of malnutrition and nutritional care. We have already made significant strides towards achieving our ambitions but equally, we know that we have work ahead of us and look forward to sharing our progress.

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*"The strategy not only sets BAPEN's visions but lays the path to achieving these through tangible goals. Raising awareness of nutrition related matters and reaching beyond its members is an essential strategic point for BAPEN, as well as its leading role in delivering gold standard information and guidance together with directly influencing national policies in all four nations. As chair of BAPEN Scotland, I am committed to promoting education in our nation (via the annual BAPEN Scotland meeting) and engaging with Scottish government to revisit the nutrition standards and promote awareness."*

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**Dr Francesca Moroni,**  
Chair of BAPEN Scotland

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*"The BDA believes that high quality nutrition and meeting the nutritional, clinical and personal needs of all, must be a priority for all involved in health and social care. Our work with BAPEN is one way that dietitians provide leadership for a coordinated and integrated approach to addressing the nutritional care of vulnerable populations in community and acute settings. Being involved with campaigns like BAPEN's UK Malnutrition Awareness Week helps spotlight the unacceptable levels of malnutrition in the UK and makes the case to service commissioners on the importance of preventing malnutrition. We particularly welcome BAPEN's additional focus on equitable access to excellent nutritional care. Malnutrition is a problem across the UK and for a range of age groups, but it particularly affects older people, many of them unknown to healthcare services. By promoting activities like the Malnutrition Action Group National Screening Survey, the BDA can encourage dietitians across the UK to contribute to this important data to build a better picture of the scale of the malnutrition problem both in acute and community settings."*

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**Caroline Bovey,**  
Chair, British Dietetic Association

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*"The MND Association welcomes this strategy and its ambition for excellent, equitable nutritional care and looks forward to collaborating with BAPEN to support and engage its membership to increase awareness and knowledge about MND."*

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**Jennifer Bedford,**  
Head of Partnerships,  
Education and Information,  
Motor Neurone Disease Association

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*"This strategy confirms BAPEN's role as a national organisation taking a lead on confronting malnutrition in the UK. It clearly defines BAPEN's strategic goals, and in doing so raises awareness to healthcare providers. It also provides direction to BAPEN's core group members to support BAPEN as it faces challenges in providing appropriate nutritional care."*

*The strategy recognises collaborative relationships with Core Group members and the value of a true multidisciplinary organisation. This is one of BAPEN's key features and is a reflection of clinical practise and multidisciplinary working within nutrition support teams. BPNG aims to promote the role of pharmaceutical expertise in clinical nutrition, and strategically plan an agenda to deliver education events that enhance the knowledge of our members. This will support BAPEN in facilitating improvements in knowledge and understanding."*

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**Priya Mistry,**  
BPNG Chair

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*"The Nutrition Society welcomes BAPEN's new strategy for 2022-2027. One of our key priorities is improving the health of people by tackling global nutritional challenges with clear, evidence-based nutritional science. We are therefore delighted to see BAPEN sharing that priority. We look forward to continuing our collaboration with BAPEN in delivering these exciting and ambitious plans."*

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**Caroline Roberts,**  
Science Communications Manager,  
The Nutrition Society

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*"Since its inception in 2012, the Malnutrition Pathway team has worked closely with BAPEN to develop educational materials to assist in the identification, management, and treatment of disease-related malnutrition in the community. We are highly supportive of BAPEN's new strategy, and we look forward to continuing our close relationship to assist BAPEN in achieving its strategic goals, including improvements in knowledge of the role of nutrition in health and social care."*

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**Hilary Franklin,**  
Malnutrition Pathway Co-ordinator



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