



TOWARDS A BRIGHTER FUTURE

**INDI STRATEGY
DOCUMENT
2014 - 2018**

This strategy document outlines the INDI's vision for the future, its major goals and how it plans to achieve them over the next five years. It is a strategy for sustainable growth, built on plans to exert greater influence on health policy, ensure access to good nutritional care for all those at risk and empower our members to play a greater role in shaping the nation's nutritional health.

CONTENTS

Foreword	1
Our vision	4
Our mission	5
What we do	6
Our values	7
The challenges we face	8
The opportunities ahead	10
Our key goals, strategies and targets	13
How we will ensure delivery of our strategy	22
Acknowledgements	24

Foreword

We see a future in which the overwhelming majority of people in Ireland enjoy the life-enhancing benefits of good nutrition. Our mission is to make that future possible, with our members taking a leadership role in shaping the nutritional health of the nation.



We know the statistics make for grim reading. Obesity levels in Ireland have risen sharply, affecting our children at younger ages. With obesity comes an increase in chronic diseases, like diabetes, heart disease and many cancers, which are predicted to grow as our population ages. Meanwhile, under-nutrition remains a major problem in older people and those with chronic illnesses, further impairing their health and increasing the pressure on healthcare resources. So how can we set our sights on making a real difference to the nation's health through better nutrition?

Time for change

Awareness of the importance of nutrition to personal and population health goals is growing. With greater awareness comes greater demand for food and nutrition guidance, services and products. The role of the INDI is therefore more important than ever. Representing only those professionals with the expertise, state- recognised qualifications and training that the public and prospective employers can trust, the INDI is now working hard to inform health policy and advocate for investment in programmes and services that people and communities need, particularly at primary care level.

We are doing a lot – we have much more to achieve

The INDI has represented and supported Dietitians/Clinical Nutritionists* in this country for over 55 years. In that time, nutrition science has progressed, the tools of the profession have advanced, and the roles and sectors in which our members are employed have expanded. The potential to further improve health outcomes and enhance life quality through nutrition is immense, yet still under-recognized and under-exploited. So although we are proud of what we have achieved, we have much greater ambitions for our future and those we serve.

Looking forward

In this strategy document, we have set out the major goals that will be the focus of our efforts over the next 5 years. The achievement of our goals will not be easy. We will need to be more effective in informing and influencing policy and do more to advance best practice in nutritional care for those who are ill or at risk. We will need to build more effective relationships with our key stakeholders whilst making sure that our members are more accessible to those that need their services. To achieve our goals and empower our members to achieve theirs, we will need to do more to support the changing needs of all of our members, not just those working in clinical roles.

This would not be possible without talented, committed people – our members – on whom we rely to do much of this work voluntarily. Creating a culture that nurtures talent, recognizes and encourages sharing and productive collaboration is therefore critical to future success.

Commitment and talent

We know that these changes have the support of our members – it is their ambition, ideas and energy that have directed our strategy. We are especially grateful to our strategic planning group members, whose time and efforts went into building new possibilities for our organisation.

By working together to achieve our goals, we believe that we will build an exciting, bright future for the profession, and those it serves.

Richelle Flanagan
President

Philomena Flood
Vice President

*The title of Dietitian and Clinical Nutritionist are interchangeable and used by members of the INDI. For the purpose of this report, the title Dietitian will be used.

“If the INDI was a person, people would say she was too passive, a little too ‘nice’, a bit ‘holier than thou’.

Although she is clearly an expert, she doesn’t like to challenge and prefers to keep a low profile.

It’s time for an updated image, a new confidence that reflects her ability to influence and lead”

INDI Strategy Planning Group members



Our Vision

A future in which all people in Ireland enjoy the life-enhancing benefits of good nutrition, in health and disease.

Our Mission

To advance the leading role of our members in improving the nation's health through food and nutrition.



What this means

We work to ensure that people are empowered to eat for health - for themselves and their families, at different life stages, to support personal health or fitness goals, or simply to have the best chance of a long and healthy life.

For those with nutrition- related illnesses or chronic diseases, we work to ensure they get the best nutritional care, treatment, information and support, at the earliest possible opportunity.

Last but not least, we work to ensure that our members are the universally recognized and trusted 'go to' experts on food and nutrition with the skills that allow them excel in their chosen career path, whether in healthcare, public health, government, non- governmental organizations, food and healthcare industry, education, research or self-employment.

What we do

The INDI is an organisation committed to both shaping change and responding to the changing needs of the public and our members. We see the potential for a healthier Ireland, with our organisation and its members taking a leading role in advising Government and non-governmental agencies, other health professionals and individuals on matters relation to food and nutrition policy and practice. To that end, we are clear on our key roles and functions, which are outlined below:



- **We WORK WITH** policy makers, health professionals, the public and individual patients, families and carers to inform them on nutrition and diet in relation to both health and disease, in a way they can understand and apply.
- **We ADVOCATE** for adequate resources to deliver quality services for those who need nutritional advice, care, support or treatment, ensuring our members are accessible to all who need them.
- **We work to INFLUENCE and SHAPE policy and legislation** to ensure that nutritional health is protected, facilitated or improved across age groups and care settings.
- **We SUPPORT and USE RESEARCH** to answer important questions about the nation's nutritional health and identify the most effective strategies for treating those with nutritional problems. This is essential to underpin the advice our members give and the recommendations we make.
- **We INVEST in the future of the profession** by promoting universal recognition of our members as the most trustworthy source of evidence-based advice, information or support on nutrition and dietary matters.
- **We EMPOWER our members** to achieve their full potential within their chosen career paths, providing opportunities for acquiring the skills needed for continued progression and personal growth.
- **We PROVIDE nutrition education, training and resources** directly to the public and other health professionals. These areas of activities will be expanded in the lifetime of this strategy in line with our ambition to extend our reach, develop opportunities for our members to work and equip others with the knowledge and tools to play a role in delivering our vision.

Our Values

Our values are fundamental to future success and guide our decisions and actions. We expect all of our staff and our members to embrace them.

Inclusive and caring

- Caring about patients and clients and the desire to make a difference to people's lives is central to the service our members provide. In the same way, we want to foster a caring, inclusive and open culture that embraces and serves all of our members equally, whether they work in clinical practice, research, industry or self-employment. We want each of our members to feel part of the INDI and to have opportunities for participation and involvement. This focus on creating an inclusive organisation will be reflected in our policies, programmes and our way of working.

Ambitious and focused

- We have high expectations for our organisation and its members. We are focused on shaping a future in which our members are universally recognised and valued for their expertise and unique skillset – in government, healthcare, public health, academia, food development, marketing, retail, the media and self-employment.

Innovative

- We recognise that the needs of our members, stakeholders and the public are changing and that our organisation must adapt to meet their future needs. That's why we are open to new ideas, to developing creative solutions and to trying different ways to address recurring challenges.

Committed to excellence

- As an organization that represents the most highly skilled and trusted nutrition experts in the country, we are committed to maintaining the highest professional standards of practice. Our practicing members are required to undertake continued professional development. Our Education Steering Group ensures that all our members have access to internationally recognized standards of practice.

Collaborative and supportive

- We recognize that success is dependent on everyone contributing to the work of the organization, not just a dedicated few. We actively encourage members to share their ideas, time, expertise and resources with others, through which everyone benefits. We also realize that we cannot achieve our goals by working in isolation. That's why we actively seek opportunities to work in partnership with others to achieve mutual goals.

Empowering

- We are passionate about the need to develop talent, encourage entrepreneurship and the acquisition of a broad skillset amongst our membership. Our development programmes are designed to foster leadership and professional excellence, supporting our strategic focus on shaping policy and practice at the highest level and empowering our members to achieve their professional and personal development goals.

The Challenges we face

Despite Government recognition that nutrition is key to supporting health and preventing or treating disease, the critical role of the profession in the delivery of healthcare targets is still not fully appreciated or utilised.

In order to make faster progress, we need to be aware of the main challenges ahead so that we can address each of them within our plan. The following outlines those of greatest strategic importance:

External issues

Impact of economic pressures on nutrition services

With unprecedented pressure on healthcare spending, dietetic services for both hospital and community patients have been severely affected. As a result, large sections of the population have very limited access to dietetic services, putting added pressure on acute services and a posing greater risk to vulnerable patients. The INDI is determined to work with the Government to address these gaps and improve access of patients to dietetic services throughout the healthcare system.

Public risk posed by alternative and unqualified nutrition ‘practitioners’

The number of self-proclaimed or alternative ‘nutrition practitioners’ emerging from courses that are not state-recognised or validated, is increasing. Without the knowledge or clinical training that Dietitians with a state-recognised qualification must undergo and continually update, these individuals lack the expertise to reliably advise or treat people. Unfortunately for those who use their services, the advice or therapy they provide is likely to be ineffective, inappropriate and potentially unsafe. A key role of the INDI must be to ensure that the public know how to select or check the credentials of any nutrition advisors or practitioners, and how to access our members.



Internal issues

Our internal challenges are equally important – and our success in achieving our goals depends upon us finding ways to overcome major obstacles and address our organisational weaknesses.

Dependence on members to volunteer for core activities

The INDI has set ambitious goals for the coming years. Whilst its plans will require greater investment in key staff for the day-to-day running of the INDI, the organisation will always depend heavily on its members to work on a voluntary basis. The INDI will introduce a number of important initiatives to ensure this challenge is overcome, including the provision of recognition and development opportunities for members who work on a voluntary basis.

Skills, systems and resource gaps

A key challenge facing the organisation is the need for a broader range of business experience, marketing and management training amongst those tasked with running the organisation. We need to develop leadership and management skills amongst our wider membership, not just those in key roles. We need more effective systems to support better and faster information sharing and communication, and make better use of IT and social media. We also need to strengthen our organisation in key areas so that we have the resources as well as the skills to deliver on our key goals. All of this will require additional investment in people and training, to which the INDI is committed.



The critical challenges we need to address within our 5 year strategic plan

1

How do we differentiate Dietitians more effectively from those without the necessary skills, or training to offer reliable advice or services?

2

How do we ensure that the HSE correct the current under-investment in dietetic services and resourcing across hospital and community settings?

3

How do we raise our profile and that of our members with internal and external key stakeholders?

4

How do we create an organisational structure, culture and leadership model with effective systems, processes and communication in which members are actively contributing and engaged?

“INDI needs to create more opportunities for Dietitians with other employers and as self-employed practitioners if the profession is to flourish”

INDI member, Strategy Planning Survey 2013

The Opportunities ahead

People are more aware of the importance of good nutrition but are unsure who they can trust for advice, support or treatment. With increased awareness comes greater demand for food and nutrition expertise, which our members are uniquely placed to fulfill. Over the lifetime of this strategy, the INDI will work to identify and fully exploit opportunities for our members and the advancement of our collective goals.



New sectors for future employment

As people take more responsibility for their own health, the opportunities for our members to work or provide services to companies in the food, health, wellness and nutrition sectors of both industry and the healthcare settings will increase. One of the INDI's strategic objectives is to identify and foster links with future employers of our members, and to ensure that our stakeholders know the benefits of consulting or employing nutrition professionals from appropriate state-recognised courses which make them eligible to become full INDI members.

Research to underpin advocacy and service development

The INDI has identified the need for systems that will facilitate both ongoing and specific data collection and research. We see significant opportunities for the INDI and its members to design and conduct research projects that will highlight the importance of good nutrition to healthcare outcomes.

Further education and post graduate studies

We see expanding opportunities for Dietitians and nutritionists to continue in postgraduate education and research, advancing the profession and providing a platform for senior roles in academia, industry, healthcare and policy making bodies.

Advances in technology and social media

Our members tell us how important it is for them to be able to share information and ideas with other members. Networking and communicating are essential, and staying connected is something that the INDI can help with. That's why we are investing in an improved website with online forums, and will have improved systems for document management, data collection and data sharing from 2014 onwards.

INDI education courses and services

There is an increased need for the INDI and its members to meet the demand for trustworthy nutrition advice, training and education, both for the public and other health care professionals. For this reason, the INDI will conduct a detailed feasibility analysis to identify the most appropriate means of delivering education and training on nutrition to both groups, with a view to establishing an education/service division by 2017.



Development of future leaders and influencers

The opportunities for our members to work at senior levels in both healthcare and industry are significant. However, to ensure that they have the skillset to work in new areas and to achieve their potential, there is a need to develop leadership skills and support professional development. Clinical skills will remain a core element of ongoing development but must be expanded to provide the learning and growth opportunities that future Dietitians will need to succeed.

Developing partnerships and alliances

We recognize the power of partnership and the need to work with others to achieve our goals. We are committed to working with other allied health professionals to ensure high quality healthcare for patient groups, and we intend to work closely with patient groups to ensure their voice is heard. We also aim to engage more effectively with both Government and non-governmental agencies and industry to advance improved nutritional health of the nation. All of our partnerships and alliances are subject to adherence to policy guidelines.

Extended scope of practice

The INDI sees extended scope of practice for Dietitians as of key importance and long overdue. Extended scope of practice incorporates both advanced practice and appropriate prescribing rights in line with those conferred on other allied health professionals in Ireland and the UK. The potential benefit for patients and the health service include the improvement of access to dietetic services, reduction in waiting times through more efficient referral pathways for patients and clients, improved clinical outcomes and reduced healthcare costs.

Improved nutritional care standards

It is well established that disease-related malnutrition and poor nutritional care drives up healthcare costs and reduces the effectiveness of medical interventions. The integration of nutrition into clinical care pathways and the implementation of a properly resourced national screening programme have the potential to deliver significant savings through improved patient outcomes. Establishing Ireland as a model of good nutritional care is a key area of focus for the INDI. We will work with the Department of Health, Health Information and Quality directorate (HIQA) and other relevant agencies to address gaps in training, policy and practice standards.

“The benefits of early nutrition intervention and nutrition support in the management of chronic disease are now clearly established – Dietitians need to champion this message consistently in community and acute settings and become real drivers of change.”

Declan Byrne, Consultant Physician in
General & Geriatric Medicine

Our Strategic Goals

Over the next 5 years, the INDI will focus its efforts and resources on four overarching goals:



1

GOAL ONE

To improve the nutritional health of the nation.

3

GOAL THREE

To empower our members to achieve their professional goals.

2

GOAL TWO

To have our members universally recognised and trusted as the leading experts on diet and nutrition, in health and disease.

4

GOAL FOUR

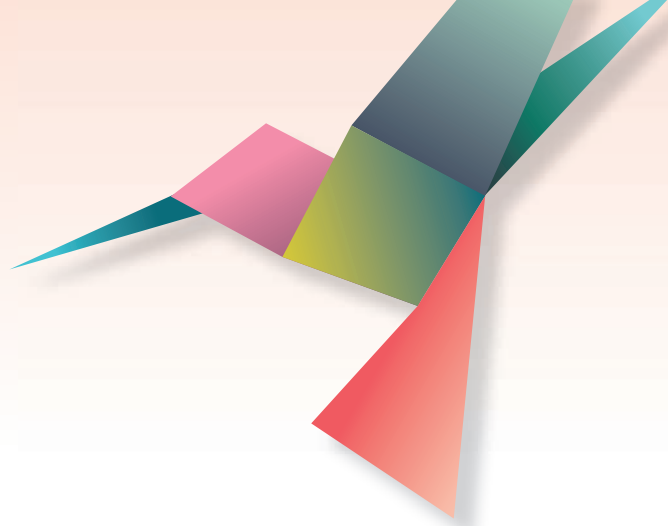
To establish the INDI as an effective organisation to which potential and existing members are proud to belong and contribute.

Our goals are not mutually exclusive, and many will be achieved through common strategic objectives and initiatives.

1

GOAL ONE

To improve the nutritional health of the nation



Our Strategies

1. The INDI will work with our strategic partners to **inform and influence relevant policies and legislation** that have the potential to affect nutritional health.
2. The INDI will **advocate for access to dietetic services and best practice nutritional care** for patients and 'at risk' groups in hospital and community settings. We will hold the Government to account where resourcing or standards of care are inadequate or pose significant risk to patient outcomes or safety.
3. We will seek Government commitment to extend funding for **effective, community based programmes** aimed at educating those with existing nutrition related health problems or those at highest risk.
4. We **will support and actively participate in conducting relevant local research** and clinical auditing to address key questions about the nations' nutritional health, provision and access to services and to identify the most effective strategies for addressing nutritional problems.
5. We will **develop and deliver effective education programmes** for the public and health professionals on the impact of nutrition on health outcomes, and their role in ensuring good nutritional care.

Our targets

1. The development of a national nutrition policy by 2016 focusing on the key initiatives that will be taken to prevent nutrition-related diseases and ensure early intervention and appropriate services for those at increased risk of nutrition problems.
2. Implementation of validated community childhood obesity intervention programme in each of the 4 regional health areas by 2015, with roll out of at least one per ISA by 2018.
3. Introduction of systematic nutrition screening in all level 4 acute hospitals by end of 2014, extended to all other acute hospitals (level 1 to 3) by 2017, underpinned by sufficient resources and personnel to ensure appropriate assessment and follow up of patients found to be at risk.
4. Funding for sufficient community dietetic posts to ensure a minimum of one full time equivalent Dietitian per 15 000 head of population.
5. The establishment of Dietitian prescribing rights, consistent with those now introduced for other allied healthcare professionals in Ireland and the UK.
6. Nutrition training to be a compulsory component of post graduate medical training for specific groups (e.g. gastroenterologists, surgeons, geriatricians) by 2015.
7. The INDI will conduct a detailed feasibility analysis to identify the most appropriate means of delivering education and training on nutrition to both health professionals and the public, with a view to establishing an education/service division by 2017.

“The profession needs more strong leaders in key roles with the communication and influencing skills to shape nutrition policy, not have the profession shaped by it.”

Margaret O'Neill, Dietitian Manager
Member of the Strategic Planning Group

2

GOAL TWO

Our members to be universally recognised and trusted as the 'go to' experts on food and nutrition, in health and disease.



Our Strategies

1. The INDI will develop a **new brand identity** and marketing campaign that clearly communicates the roles of the organisation and establishes our members as the 'go to' nutrition experts.
2. We will **showcase the work and value of our members** through public events and campaigns that attract maximum exposure and engagement with the public and other key stakeholders.
3. We will **exploit the use of all media channels** including social networking sites and platforms to achieve maximum profile and coverage, whilst increasing opportunities for the organisation to engage with its members and the public.
4. We will evaluate the feasibility and market potential for **INDI branded services and courses, products and resource materials as a means of extending our reach, achieving our communication goals** and generating new sources of income to support our core activities.
5. We will conduct **appropriate audits of our services** to identify gaps in services, to quantify their impact on patient outcomes and to establish the most effective use of resources.

Our targets

1. The public and media will be aware of the importance of consulting Dietitians and nutritionists from nationally recognised courses for dietary or nutritional information, advice or one to one services, according to their particular needs. This will be facilitated by the INDI database and membership system and annual high profile marketing/communication campaigns, commencing 2014.
2. A new corporate partnership programme will be established by 2015 that delivers enhanced opportunities for collaborative projects aligned to INDI strategic objectives.
3. At least one major national communication campaign will be run each year from 2014.
4. An upgraded INDI website with constantly refreshed content, new features and functionality for members, health professionals and the public, to be in place from early 2014, followed by ongoing developments through 2015 and 2016. Social media will also be used effectively to increase our digital presence and support our communication goals.
5. At least one, national behaviour and attitudes survey of the general public will be undertaken by 2016. This will be used to inform its activities and future approach to public health programmes.
6. A fully costed business case will be developed to inform a go/no go decision to launch INDI branded services, courses, products and/or resource materials in or by 2016.

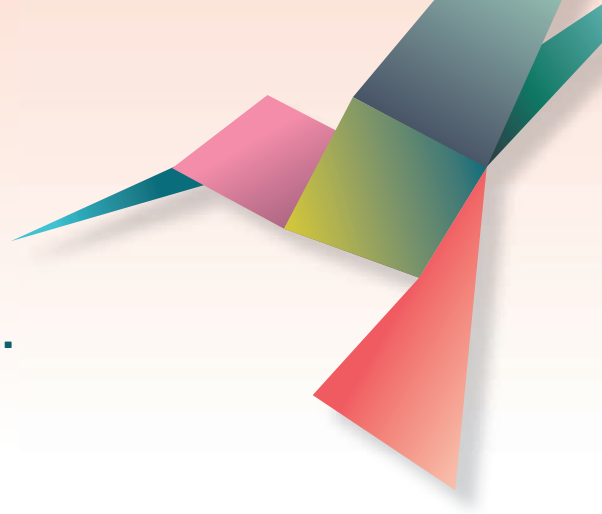
“We should comment on new research findings and reports on food and nutrition/reports. The media should contact us daily for our views. Everyone should know who we are”

INDI member, Strategy Planning Survey 2013

3

GOAL THREE

To empower members to achieve their full potential within their chosen career path.



Our Strategies

1. The INDI will extend and broaden our **continued professional development programmes. A key focus will be to** develop **leadership and influencing skills** within our membership and address skills or experience gaps that are currently barriers to career progression, scope of practice or effective management within the INDI. We aim to provide more CPD courses at a regional level, and improve access to those in self-employment and non clinical roles.
2. To encourage graduate membership, we will develop an **internship programme** to provide opportunities for recent graduates to gain valuable work experience and develop their skills base.
3. We will develop a **'mentoring' scheme** for members to support transition into new specialty areas or positions.
4. We will also use technology to make collaborations and data sharing easier, since time is a valuable and scarce resource. We intend to address this through the development of **a new website, document management system and teleconferencing facilities to facilitate project management and resource sharing.**
5. We will work with our strategic partners to **explore new opportunities for future employment** of member skills and resource, opening up exciting possibilities for new graduates and experienced Dietitians.

Our targets

1. An expanded, broad based CPD programme designed to meet the needs of the INDIs diverse membership, with appropriate subsidization of programmes where necessary to ensure accessibility to all.
2. The introduction of a graduate internship programme based on an assessment of current and future needs, by 2016.
3. The introduction of a mentoring scheme for members based on an assessment of needs, by 2015.
4. The development of online CPD portfolio management system by end 2014.
5. The implementation of a new document management system and tele/web-conferencing facilities by end 2014.
6. An increase in INDI members annually in line with targets for maximum retention of existing members and targets for recruitment of any new membership categories agreed in 2014, indicating that the profession sees INDI membership as essential to their career goals. (Annual targets to be established following review of membership model in 2014.)
7. Employer survey to be conducted each year, demonstrating continual improvement in the ratings achieved in key indices designed to measure progress towards INDI strategic objectives.

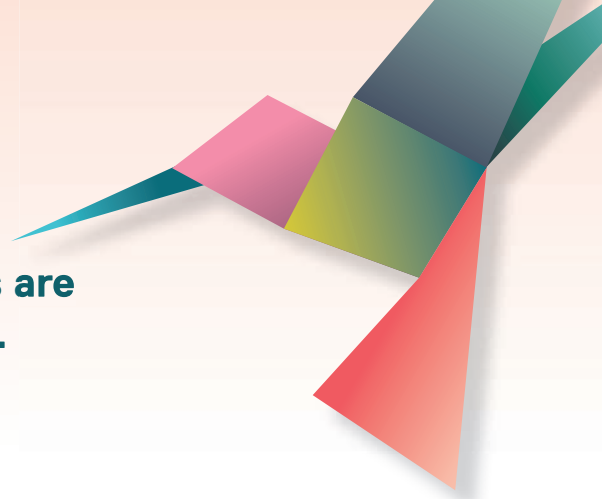
“We should be determined to promote the sustainability of the profession, be innovative in expanding the horizons of the profession and be supportive with continuous learning and development.”

INDI member, Strategy Planning Survey 2013

4

GOAL FOUR

An organization to which potential and existing members are proud to belong and contribute.



Our Strategies

1. The INDI is committed to creating and sustaining a **values based culture**. Alignment between stated values and actions will be achieved through a system of continuous review, including an annual survey of INDI members.
2. We will make **changes to our organisational structure and systems** to ensure that we have the resources and people with the right capabilities to deliver our strategic goals.
3. We will **grow our membership through improvement in our service offering**. This will include the provision of an expanded CPD programme with better regional cover, online CPD portfolio management, access to evidence-based practice tools, responsive and proactive marketing and PR, advocacy support and management training.
4. We will **diversify our membership** by adapting our offering to the differing needs of our current members. We will also review our membership model and categories, with a potential view to extending INDI membership to associate groups and professions.
5. **Recognition and reward schemes** will be introduced to foster engagement and achievement. These will include the introduction of a new award scheme and bursary to foster excellence and recognize outstanding personal contribution to the INDI and the advancement of its goals.

Our targets

1. A new organisational structure with sufficient resources in place to deliver its strategic goals whilst ensuring good governance by end 2014.
2. The establishment of a new, agreed membership model, subject to acceptance by the membership, by 2015, aligned to the need for the INDI to ensure alignment to its strategic goals and values.
3. The implementation of a new recognition and rewards scheme by end 2015 that will drive participation, recognise excellence and effort across the range of INDI activities and key areas of focus.
4. A membership base that grows each year in line with targets for maximum retention and recruitment of new members, with a diversity that broadly reflects the employment characteristics of eligible professionals. (Annual targets to be established following review of membership model in 2014.)
5. Members will have access to a new evidence-based practice tools and online CPD portfolio management tool by end 2014.
6. Member survey to be conducted each year to assess membership satisfaction and to demonstrate continual improvement in the ratings achieved in key indices designed to measure progress towards INDI strategic objectives.

“Working with a team of Dietitians from different sectors allows you think strategically and have a vision for a more ambitious, bigger organisation working for the benefit of all members.”

Mary Rahill, Senior Dietitian,
INDI Council Member

How we will ensure delivery of our strategy

Our plans are ambitious and require a fundamental change in how we work and how we think. We know the time is right for change, but how can we make sure that our goals are achieved?



We have identified some key supporting strategies that we have identified as key to the delivery of our strategic plan:

1. Organisational change

In setting ourselves ambitious goals, we have had to reevaluate our organisation's structure and ask whether we have the resources, skills or culture to achieve our objectives. Our strengths include a committed and talented pool of people that are willing to contribute their time and efforts for the benefits of the membership. However, with more challenging goals come the need for people in core positions with the appropriate business skills and experience, together with the processes, systems and culture to support more effective and efficient day-to-day operations.

To ensure that we have all the elements in place to deliver our plan, we will therefore be taking steps to:

- a) strengthen our organisational model in key areas, ensuring the skill mix and resources to deliver our plan,
- b) ensure appropriate governance within our business model, with greater clarity around roles, responsibilities and accountability,
- c) create a 'values-based' culture (see page 7), in line with the feedback received from our members and stakeholders as part of our strategic planning process.

2. New competencies and approaches

The strategic themes are the competencies, behaviours or approaches we need to adopt and excel in if we are to be successful in meeting our goals.

Given the constraints imposed by our limited resources and the need to achieve much in a short time frame, our recurring strategic themes on which we will depend include:

Effective Advocacy

What this means

Our ability to influence policy, shape the nutrition agenda and secure access to services for patients and communities are highly dependent on establishing relationships with decision makers and influencers who can advocate on our behalf. This means that we will need to dedicate time and resource to our advocacy programmes and activities, employing the services of experts where necessary to secure access and improve our effectiveness.

Partnerships and Alliances

What this means

The support of those we advocate for and work with is vital. In the past, the INDI has relied on its own means and expertise to fight its corner. It is vital now - with more limited available resources in the public purse and greater competition for what remains - to collaborate with others to achieve common goals. Our intention is to work with partners for the greater good of our members, the public and those we serve, with both parties benefiting from collaboration.

Value Creation

What this means

One of our most important roles is to create, sustain and promote the unique skillset of the profession, raising its profile and that of the organisation to retain competitive advantage. This is a recurring theme that runs through our strategy, and merits special focus.

‘Growth’ culture

What this means

Creating and sustaining a values-based culture, supported by efficient systems/processes to facilitate excellence and continual improvement as well as personal and professional growth. This will ensure that membership of our organisation will be viewed as essential by Dietitians, irrespective of where they work.

Acknowledgements

We wish to thank the many members who have worked on the development of this strategy document. In particular, we wish to thank the Strategic Planning Group whom represented the wide range of practice of our members:

INDI Strategic Planning Group

Paula Mee

Freelance Dietetics

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Marianne O'Reilly

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INDI council/acute

Carole Wrixon

INDI council/industry

Mary Rahill

INDI council/acute

Ciara McGowan

INDI council/acute/research

Niamh Donnelly

Industry

Karen Lyndsay

Research

Yvonne Hickey

Research

Niamh Brannelly

Paediatrics/Industry

Deborah Griffin

Paediatrics/Acute

Caoimhe NiDhuibhir

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Anne Marie Walsh

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Gráinne Flanagan

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We would also like to thank Niamh Rice of Previs Consulting, for her challenging workshops which helped to drive this strategic process, and in her true translation of all the feedback such that we have a real reflection of our members wishes for their organisation.





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