

# Making Healthy Food Available, Affordable and Profitable: A Complex Systems Perspective



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# Healthy Food Panel

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- Ms. Claire Lyons, Program manager, PepsiCo Foundation
- Dr. Bruce Neal, Assoc Prof of Medicine, U of Sydney, Chair, Aust Div of World Action on Salt and Health
- Dr. Viliami Puloka, Public Health Advisor on NCD for the Secretariat of the Pacific Community

# Confronting the Epidemic of Chronic Disease

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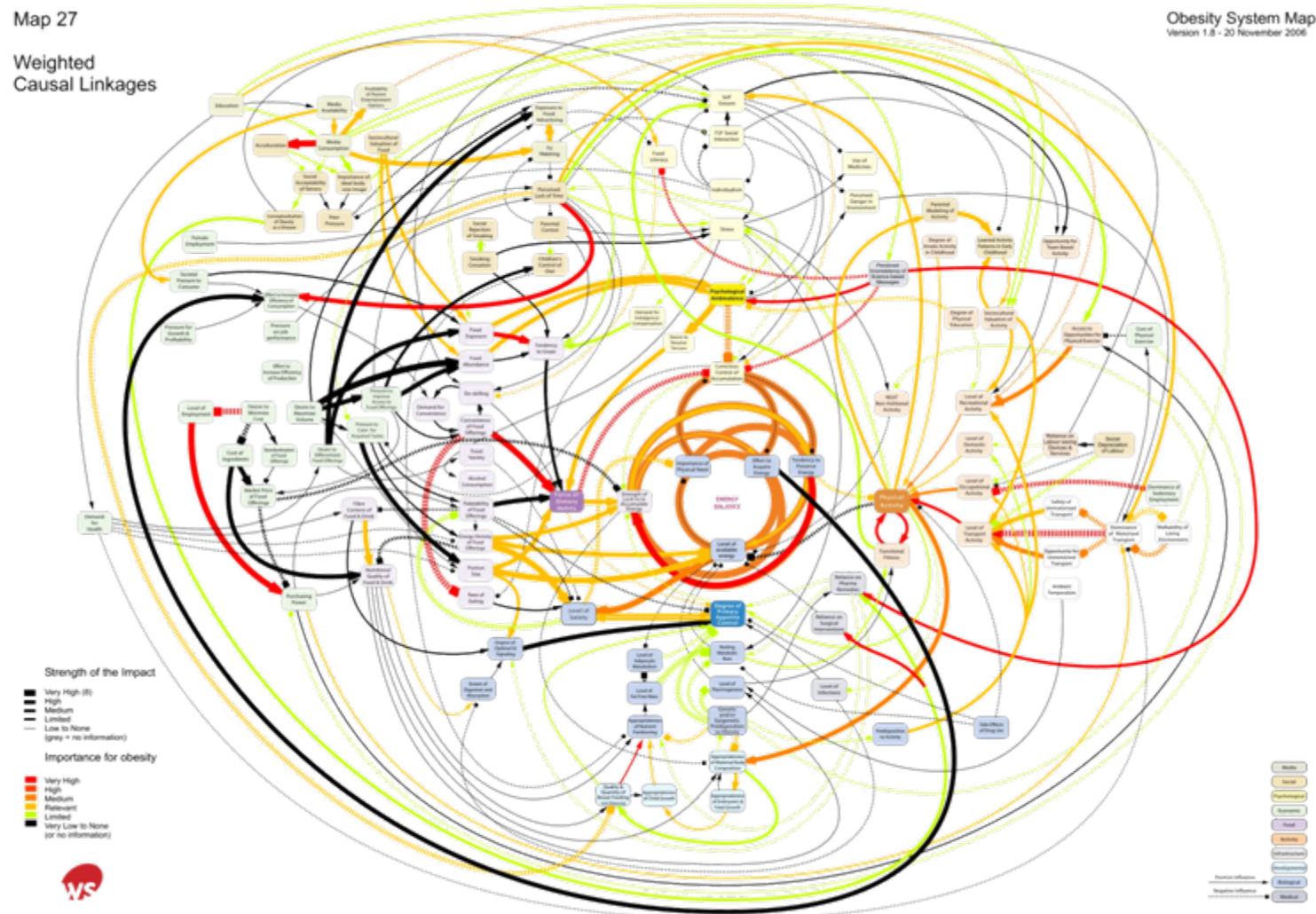
- Why?
  - Quality of life, sustainability of health care systems
- Who?
  - Everyone
- What?
  - Grand challenges; Sydney Resolution
- Where?
  - Schools, workplaces, communities, developing countries, .....
- When?
  - Now
- How?
  - ??????????????????

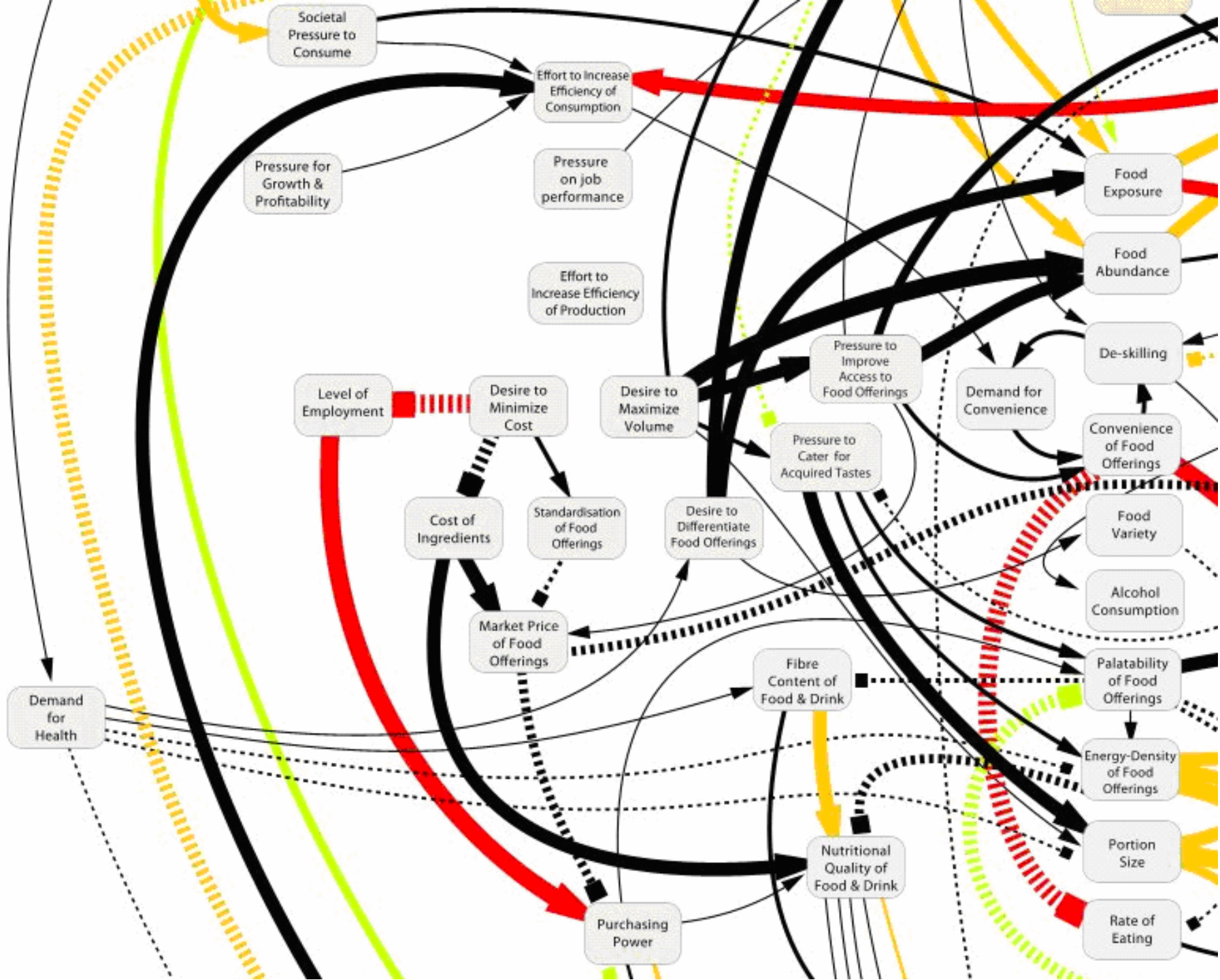
# Obesity System Map

Map 27

Weighted  
Causal Linkages

Obesity System Map  
Version 1.8 - 20 November 2006





# Common Responses to Complex Problems

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- Simple solutions
- Believe the problem is beyond hope
- Despair
- Retreat
- Assign blame, figure out who is responsible
- Galvanize collective efforts of people and invest significant dollars

# Solutions to Complex Problems

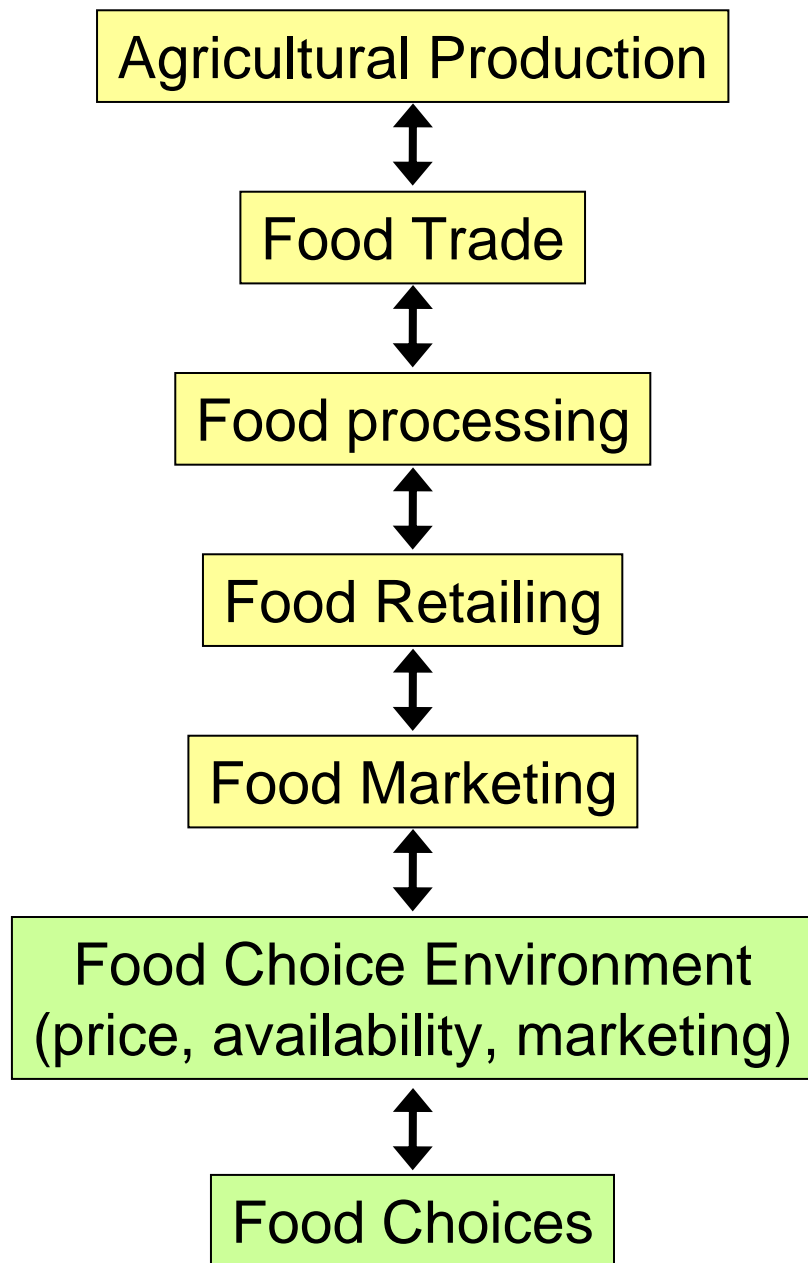
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- Support individuals / individuals matter
- Match complexity to capacity
- Establish networks and teams
- Set functional goals
- Distribute decision, action, & authority
- Create competition and feedback loops
- Assess effectiveness at various levels

# Sydney Resolution - Healthy Food

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- Making healthy food affordable, available and profitable
  - Addressing the distribution and accessibility of healthy vs unhealthy food
  - Encouraging localization of food production to form sustainable links with local environments
  - Reducing the salt, fat and sugar content of processed and fast foods
  - Ensuring food safety, diversity, quality, packaging and pricing



## Policy Actions to Change Incentives

- Stop investing in policy and research that encourage production of less healthy foods (e.g. dairy fat, veg oils, corn); invest in research/production/retailing of positives
- Food composition standards, labeling, reducing market barriers for supply of positives
- Packaging; labeling; investment in processing facilities
- Labeling, promotion, product mix, location, type
- Statutory regulation, self-regulation, voluntary approaches

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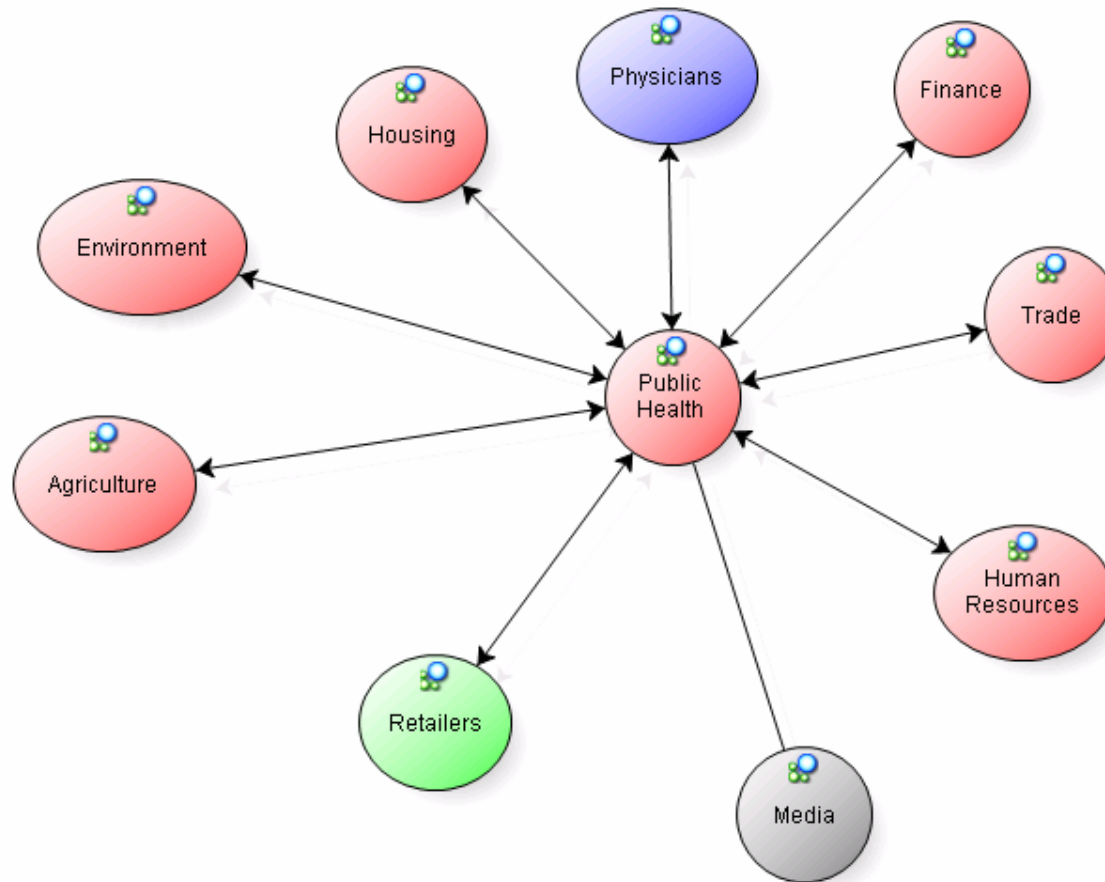
## **Actors**

- Agriculture policymakers
- Farmers/producers
- Food processors
- Researchers
- Research funders
- Marketers
- Health policymakers
- Retailers
- Nutritionists
- Consumers
- Educators
- Economists
- Investors

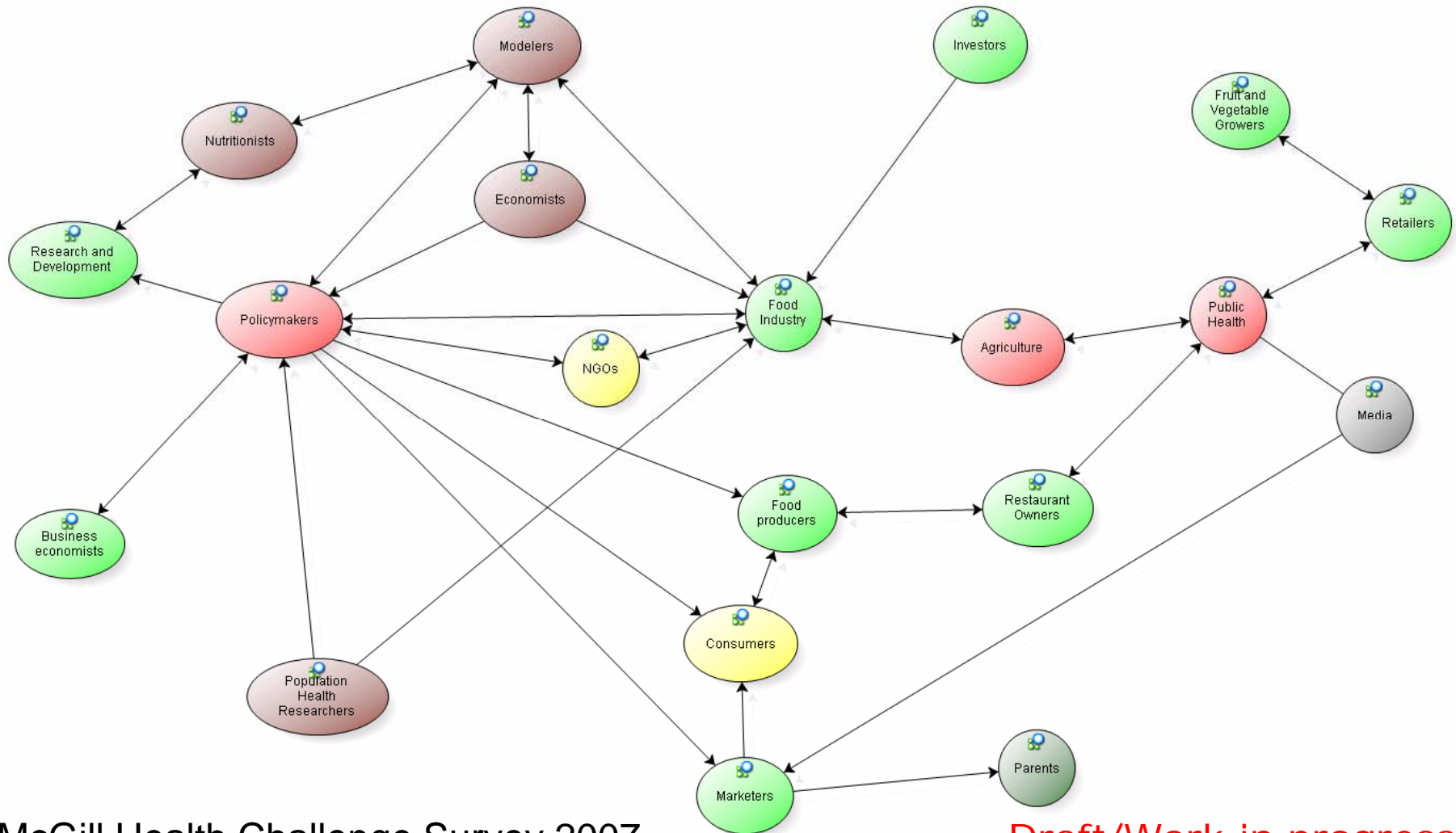


# Whole of Government Approach

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# Food Industry Connections



# Enhancing Collaboration / Communication

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- Hold responsible parties accountable
- Initiate government fund matching
- Provide general funding and Incentives
- Create national councils
- Discuss at First Ministers Conference
- Need an independent third party
- Build climate of trust
- Create networks
- Establish common goals
- Establish more frequent meetings
- Establish platform
- Establish roles and responsibilities of key actors
- Include more players
- Reinforce social responsibility

# Barriers to Collaboration / Communication

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- Lack interest and awareness
- Lack of a sense of crisis
- Weak capacity for mobilization
- Competing priorities
- Overconfidence in a 'silver bullet' solution
- Lack of sustained funding
- Unclear rate of return on investment
- Researchers are caught up in old habits
  - Don't know people in other disciplines
  - Pressured within discipline to focus on narrow theoretical issues
- Lack of political will
- Fear of conflict of interest
- Conflicts of interest

# Barriers to Collaboration / Communication

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- Prioritization of short-term political pressures and self interest
- Influenced by powerful lobby groups
- No-one stepping up to organize and finance
- Fear to lead
- Inherently difficult to bring people from diverse sectors to the same platform
- No history of collaboration
- Poor communication
- Lack of imagination
- Territoriality “Turf wars over who is in charge”
- Lack of momentum
- Working against marketers rather than with them
- Lack of transparency

# Solutions to Complex Problems

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# Moving Forward

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- Move from “what needs to happen” to “how can we make it happen”.
- What system changes are needed to enable the many actions that must take place to make healthy food affordable, available and profitable?
- Focus on the systems and connecting the dots.