

Nutrition Policy in Japan to Leave No One Behind

-For Achieving Sustainable Societies-

Promotion of systematic and effective nutrition
improvement activities through close communication
between nutrition professionals and Champions

2025

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About This Material

The Japanese government hosted the Tokyo Nutrition for Growth Summit 2021 in December 2021. The year 2021 was approximately five years before the deadline for achieving the global nutrition targets 2025 and ten years before the deadline for achieving the SDGs, and it was agreed that further expansion and enhancement of nutrition improvement initiatives should be made to achieve these international goals.

The Summit called on various stakeholders to commit to implementing activities aimed at improving nutrition, with the result that 396 commitments were announced by 181 stakeholders from 78 countries. As one of its own commitments, the Japanese government expressed its intention to further expand the Nutrition Policy in Japan to Leave No One Behind, and to communicate information on both the progress and achievements of this policy every year starting from FY2023.

This material is the third report for communicating information both within and outside of Japan, following reports in FY2023 and FY2024. For FY2025, the report focuses on examples in which nutrition professionals are systematically and effectively promoting nutrition improvement activities in close communication with “Champions,” or top management of organizations leading the activities, and summarizes the progress and achievements of such activities.

Promotion of systematic and effective nutrition improvement activities through close communication between nutrition professionals and Champions

Nutrition professionals support nutrition improvement and health promotion throughout Japan

Currently, there are two certifications for nutrition professionals in Japan, dietitians and registered dietitians, as stipulated in the Dietitians Act. In particular, the registered dietitian's license is granted to specialists with more advanced specialized knowledge and skills, and who have passed the national examination for registered dietitians.

Japan stipulates the deployment of nutrition professionals and designates to a wide range of facilities such as medical institutions, elderly care facilities, and schools. This requirement started in 1947 when related laws such as the Health Center Law (currently the Community Health Act) and the Medical Care Act were enacted and required health centers and hospitals, etc. to hire dietitians.

Since then, various laws have prescribed the placement of dietitians and registered dietitians to a variety of facilities, and Japan has been ensuring nationwide deployment of nutrition professionals under these laws. Additionally, nutrition professionals also work for private companies and research institutions and are involved in nutrition improvement and health promotion at various sites.

Major facilities to which dietitians and registered dietitians are deployed and number deployed



Champions leading initiatives from a broad perspective and activities of nutrition professionals who develop

Champions are both important for further promoting nutritional improvement activities to leave no one behind

Given the limited resources of society as a whole, in order to further promote actions to improve nutrition to leave no one behind that are tailored to each individual, it is important that stakeholders collaborate more organically than ever to address nutrition challenges as a large framework or organization.

Under these circumstances, in order for organizations to seamlessly promote nutrition improvement initiatives, it is imperative to have Champions who lead nutrition improvement activities from a broad perspective, such as the top management and executives of organizations. By having Champions exercise strong leadership, position nutrition improvement as an issue to be addressed by the organization, and establish systems to support nutrition professionals by proactively reaching out to other executives of the organization and related departments and organizations, all stakeholders can collaborate organically to promote nutrition improvement activities systematically and effectively.

In addition, the establishment of such Champions requires a deep understanding of and resonance with nutrition improvement among these individuals. This is made possible by nutrition professionals who continue to communicate on a regular basis the progress of nutrition improvement activities and the importance of their further promotion within the organization, and it is essential for them to gain the deep understanding and trust of the organization's top management and executives.







Examples of Nutrition Improvement Initiatives

List of Initiatives

In this material, we present four pioneering examples in which systematic and effective nutrition improvement initiatives have been promoted through close communication between nutrition professionals at working levels and the top management and executives of their organizations.



*The mark for Heisei Medical Welfare Group indicates the location of its head office.

No.	Field	Organizations	Key point	
①	Local government	Nakasatsunai Village, Hokkaido	Establishment of a village-wide system to promote initiatives integrating nutrition improvement and region development through the active leadership of the village mayor and support for nutrition professionals	
②	Local government	Fukuoka Prefecture	Strong endorsement of efforts for a sodium reduction initiative by the governor and the resulting expansion of the scale of efforts with further promotion of new collaboration within and outside the organization	
③	Medical care and long-term care	Aizawa Hospital	Sharing of future vision and challenges of the local community among top management of the organization and nutrition professionals, and their implementation of seamless nutrition management	
④	Medical care and long-term care	Heisei Medical Welfare Group	Organization management and nutrition professionals deeply share the importance of nutrition improvement and establish a system enabling high-quality dietary management across all facilities in the Group	

Case 1

Nakasatsunai Village, Hokkaido

Establishment of a village-wide system to promote initiatives integrating nutrition improvement and region development through the active leadership of the village mayor and support for nutrition professionals

Regional and organizational information

Nakasatsunai Village is located along the basin of the Satsunai River in the southwestern part of the Tokachi Plain in Hokkaido.

The Public Health Group of the Welfare Division (consisting of ten staff members) is responsible for health services and programs for mothers and children, adults, and the elderly, vaccinations, and nutritional guidance.

Two registered dietitians—a Deputy Director and a junior staff member—oversee community nutrition and dietary improvement and health promotion initiatives for residents.



Nakasatsunai Village, Hokkaido

Population

: 3,836 (as of February 2025)

Representative

: Mayor MORITA Masahiko

Please refer to the 2025 report (P.10-13) for more details of the initiative.

Nakasatsunai Village, Hokkaido

Nakasatsunai Village has been implementing “Rainbow project” to encourage eating a variety of colored vegetables. The registered dietitian also focused on that increasing the consumption of locally produced food would lead to the revitalization of local industry, and after reaching out to the staff and executives of other departments, a village-wide system to promote the project was established.

Overview of Activities

Rainbow Project to encourage eating a variety of colored vegetables for dietary improvement and health promotion

To tackle the health and nutrition challenges, Nakasatsunai Village has been implementing so called rainbow project to encourage eating a variety of colored vegetables (the “Project”), which aims to encourage eating a variety of colored vegetables for dietary improvement and health promotion. The Project includes the following initiatives which:

- Create and sell local vegetable recipe books with the cooperation of the village’s supporters called Health Mates
- Raise public awareness of vegetable intake in collaboration with local vegetable stands
- Introduce healthy meals, developed with health-related companies, at local restaurants
- Conduct a health credit point project
- Conduct the “Irodori Plus” stamp rally program, which offers meals containing at least 100 g of vegetables at participating local restaurants, in conjunction with the health credit point project

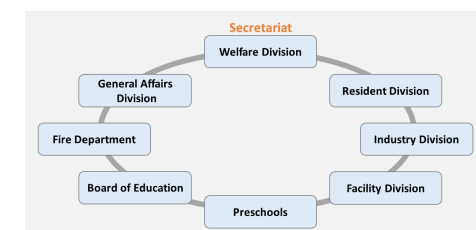


Logo of the Project

A multisectoral approach to regional and industrial development

It also aims to promote the consumption of locally produced food to support regional and industrial development as the village has many vegetable farmers and distributors. By engaging various stakeholders beyond the health department, the Project has evolved into a multisectoral initiative.

To facilitate the planning and implementation of the Project, a multidepartment internal committee has been established. The registered dietitian asked the planning and industrial promotion departments for advice on initiating the Project. In response, the deputy mayor proposed forming an interdepartmental committee. This proposal led to the successful establishment of the committee involving multiple village departments, helping smoothly implement the Project.



Organization of the internal committee

The village mayor has pledged to promote this project as a key policy for regional community development and directly been supporting the Project.

Communication with Champion

Promoting the Project as a key initiative for community development

In the planning and launch of the Project, the registered dietitian played a crucial role in identifying health and nutrition challenges and discussing the project concept. As the project progressed with the involvement of the entire organization, the village mayor also proved essential for his active support.

The mayor has adopted the village development policy, “A Healthy, Culturally Rich, and Beautiful Village.” He strongly endorsed the project, recognizing that his vision aligned with the Project’s goal of promoting health and revitalizing the local community. Inspired by the registered dietitian’s dedication to the Project, he committed to promoting it as a key village policy.



Opening of the *Machinaka Kitchen Studio* (May 2024)

Active PR and support from the leadership

In this Project, the mayor actively communicates its information and works closely with the registered dietitians by providing advice and other direct support.

For example, in the village’s public relations magazine, he frequently mentions the activities and progress of the Project, inviting residents to participate. He also publishes the Future Newspaper on his own, an annual report outlining the village’s projects and future outlook for village employees, which consistently features the Project to ensure that even staff outside the health department can understand its progress and achievements. These efforts have deepened organizational understanding of the Project’s importance and facilitated smooth cross-departmental communication.



Mayor recognizing top achievers in the health credit point project

The Project has brought dietary improvements and increased public awareness.

Various Effects of Activities

The Project has brought improvements in dietary habits among the residents, including an increase in vegetable intake among men and a reduction in sodium intake.

Participation in the health credit point project, one of the key parts of the Project, has increased steadily. The cumulative number of participants grew from 20 testers in the first year to 1,318 (from 2017 to 2024).

There has been a growing public awareness of adequate dietary intake and healthy behaviors, and many residents have participated in nutrition- and dietary-related events.



Nutrition and cooking class for pregnant women in the village

Champion and Registered Dietitians



Name and position

MORITA Masahiko, Mayor

Background

Morita was elected as a member of the Nakasatsunai Village Assembly in 2015. He was assumed office as Nakasatsunai Village Mayor in 2017 and is currently serving his second term (from 2021).



Name and position

NAGAI Chizuru, Deputy Director

Background and career path

Nagai joined the village government in 1996 and has since been engaged in developing the village's health promotion plans and providing nutritional guidance to the residents as a registered dietitian. Assumed the current position in April 2020, she is involved in overall public health policies for the village.



Name and position

ISHIKAWA Emi, Registered Dietitian

Background and career path

Ishikawa joined the village government in 2022, initially serving as a dietitian at a preschool. Assumed the current position in 2024, charged with nutrition guidance to the residents.

Case 2

Fukuoka Prefecture

Strong endorsement of efforts for a sodium reduction initiative by the governor and the resulting expansion of the scale of efforts with further promotion of new collaboration within and outside the organization

Regional and organizational information

Fukuoka Prefecture is located in the northern part of Kyushu and serves as an important domestic and international transportation hub. The Health Promotion Division is responsible for health promotion initiatives and public health services and programs. The division's Health Promotion Section 1 (five staff members) oversees health promotion planning, dietary improvement, and health-focused management practices.

Among them, one registered dietitian is working on dietary improvement projects.



Fukuoka Prefecture

Population
: 5,096,883 (as of January 2025)
Representative
: Governor HATTORI Seitaro

Please refer to the 2025 report (P.14-17) for more details of the initiative.

Fukuoka Prefecture started a sodium reduction project called “TRY! Salt Smart” from FY2023 with the aim of promoting adequate sodium intake. A registered dietitian in the division in charge took the time to conceptualize a plan for this project aimed to reduce sodium intake based on the governor’s policy.

Overview of Activities

Sodium reduction project involving mass media

To extend the healthy life expectancy of residents, Fukuoka Prefecture launched the Fukuoka Prefecture Health Promotion Movement. This initiative brings together a wide range of stakeholders, including public health and medical organizations, to promote public health.

Under this initiative, the prefectural government launched a sodium reduction project called “TRY! Salt Smart” (“Salt Smart”)* in 2023, aiming to promote adequate sodium intake.

The Salt Smart project has been widely publicized. Its kickoff event in September 2023, joined by the governor, attracted significant attention with extensive coverage from local television stations and newspapers.

In 2023, the first year of the project, an intensive media campaign was launched to raise public awareness. Such media coverage, combined with persistent efforts by project staff, helped increase support from businesses, which were initially reluctant to cooperate due to concerns about profitability but gradually recognized the significance of the prefecture-wide initiative.

* “Salt Smart” is a coined term derived from “Smartly Use Salt.”



Kickoff event of “TRY! Salt Smart”



Recipe contest

This project was formed with the governor's request for the expansion of the scale and detailed proposal for the project. Even after the launch of the project, which has contributed to both better health and local production for local consumption, the governor has been actively involved in it and supported its promotion, especially in terms of public communication.

Communication with Champion

■ Governor's leadership in expanding the project and concrete proposals

The registered dietitian in charge considered the concept based on the governor's policy direction and proposed it as a new project. The governor, rather than merely approving it, directed that it be launched as a larger project, and suggested holding a recipe contest and creating low-sodium box meals for sale.

The governor views the sodium reduction initiative as a continuous effort to promote public health. From this perspective, beyond merely reducing sodium intake, he is seeking ways to enable residents to practice sodium reduction while enjoying the rich agricultural, forestry, and fishery products of the prefecture.

■ Governor's strong promotion efforts

The governor promotes Salt Smart at every available opportunity, both within and outside the organization. For example, he frequently mentions this project during courtesy visits by municipal officials in the prefecture and at events related to agriculture, forestry, and fisheries. As a result, he is leading the establishment of new partnerships with external stakeholders. By actively participating in Salt Smart events, he also enhances media coverage of the project to amplify its media impact.

The governor's direct involvement has helped local restaurants, supermarkets, and businesses better understand the initiative and facilitated their cooperation for it including developing box meals. In this supportive environment, the registered dietitian can use their own networks with universities, businesses, and restaurants to advance the initiative effectively and efficiently.



Meeting between the governor and staff from the division in charge



Governor explaining the Salt Smart project

Fukuoka Prefecture works with the public to expand sodium reduction initiatives across the region.

Various Effects of Activities

This recipe contests have been held twice so far, attracting about 600 low-sodium recipes. Some of these contest entries have led to the development and commercialization of Salt Smart Box Meals in partnership with universities and private companies. Sodium reduction initiatives have expanded to other municipalities within the prefecture. To further spread sodium reduction initiatives to other municipalities in the prefecture, the prefectural government is not only communicating information on Salt Smart but also seeking ways to work with local municipalities by gathering information about municipalities that are working on their own sodium reduction initiatives and exchanging opinions with them.



Salt Smart Box Meals on sale

Champion and Registered Dietitians

Name and position

HATTORI Seitaro,
Governor



Background

Hattori joined the prefectural government in 1977 and held various key positions, including the Director of the Finance Division of the General Affairs Department, the Deputy Director-General of the General Affairs Department, and the Director-General of the Welfare and Labor Department. He was appointed Vice Governor of Fukuoka in 2011 and assumed office as Governor of Fukuoka in 2021.

Name and position

SARUWATARI Risa,
Registered Dietitian



Background and career path

Saruwatari joined the prefectural government in 2022. Initially engaged in improving residents' nutrition and, since 2024, she has been engaged in Salt Smart and other dietary improvement initiatives at the Health Promotion Division.

Case 3

Aizawa Hospital, JISENKAI Healthcare Incorporated Foundation

Sharing of future vision and challenges of the local community among top management of the organization and nutrition professionals, and their implementation of seamless nutrition management

Organizational information

Aizawa Hospital is an acute care hospital operated by JISENKAI Healthcare Incorporated Foundation and located in Nagano Prefecture's Matsumoto City, which has a population of approximately 230,000.

Aizawa Hospital has a history of providing medical care tailored to the needs of the local community for over 100 years.

At Aizawa Hospital, the Food and Nutrition Service has been established to handle all aspects of nutrition management. As of February 2025, the Food and Nutrition Service has 23 registered dietitians, who provide nutrition management for inpatients, nutrition guidance for outpatients, and support for the nutrition management of patients receiving home-based medical care.



Aizawa Hospital

Staff members

: 1,499 (as of the end of January 2025)

Representative

: Chairperson AIZAWA Takao

Please refer to the 2025 report (P.18-21) for more details of the initiative.

Aiming to provide seamless nutrition management from the stage of admission to home-based care, the hospital has been focused for many years on developing an internal system to provide nutrition management in the hospital and home-based medical care support.

Overview of Activities

■ Working with top management for many years to improve the internal system

The Food and Nutrition Service of Aizawa Hospital currently has 23 registered dietitians.

In 2004, when Manager of the Food and Nutrition Service YANOME Hideki proposed Chairperson AIZAWA Takao about implementing home-based medical care support services, the advice he received was to first prioritize improving the inpatient care system. Thus, he dedicated the next five years to ensure comprehensive nutrition care for inpatients. Initially, the number of sessions of nutrition guidance was fewer than 100 per month. By around 2009, despite a limited number of registered dietitians, the department had established a system to provide 800 sessions of nutrition guidance per month.

Over a decade, they systematically improved inpatient care while preparing for home-based medical care support services, which were launched in 2014.

■ Continually strengthening the system both quantitatively and qualitatively for the future

Looking ahead to the state of the community around 2040, the Food and Nutrition Service is working to strengthen the home-based care support system and increase the number of specialized staff. In addition, efforts are being made to develop personnel who understand both medical and nursing care system, as well as the specialized knowledge to support patients' daily lives at home. For this purpose, the hospital established its own certification system.

With the declining working-age population, Aizawa Hospital is also focusing on developing a more supportive work environment to address potential staff shortages in the future. While considering the financial impact of increasing the number of registered dietitian staff and monitoring progress in human resources development, the hospital will continue to strengthen its system in terms of both quantity and quality.



Meeting regarding food service management



Home-based medical care support



Staff training

The Chairperson has presented a clear vision for the hospital with an eye on the future of the local community, and has encouraged taking on new challenges that allow frontline personnel to work together in tandem.

Communication with Champion

With shared understanding, the initiative champion and frontline staff aligned their vision, leading to the start of a hospital-wide effort to improve the system

Through home visits to local residents, Aizawa recognized that it was a critical issue to establish a system to support adequate dietary intake for patients after their return home.

In addition, Yanome recognized the need for seamless nutrition management and the development of a system to support it.

By engaging in discussions based on their shared understanding of these issues, Aizawa and Yanome aligned on a vision of providing nutrition management from the inpatient stage with a view toward home-based medical care, which led to an organizational focus on improving the hospital's nutrition management system.

Setting a vision and supporting the challenges tackled by frontline personnel

Aizawa not only supports proactive proposals from staff but also values the importance of allowing mistakes. He has also fostered an environment where registered dietitians find it easy to make proposals, and has supported frontline staff in improving nutrition management.

In addition, through his discussions with Aizawa, Yanome recognized the importance of training registered dietitians who understand Aizawa Hospital's principles with a strong sense of mission, as well as the need to establish a system to achieve this goal.

The improvement of nutrition management system is being pursued to establish a sustainable system, carefully considering its impact on the hospital management, finances and other factors.



Meeting between Chairperson Aizawa and Manager Yanome



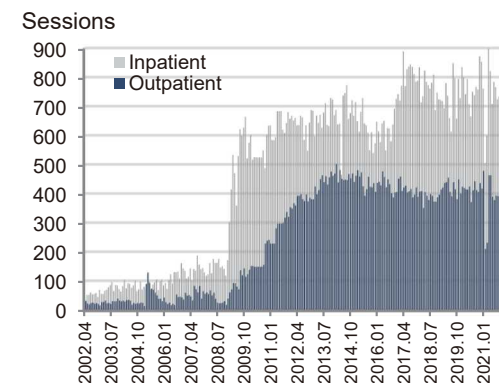
Meeting on local collaboration

As a result of the organizational improvements, in addition to the direct impact on patients, ripple effects have also been seen on the surrounding environment.

Various Effects of Activities

As a result of these organizational improvements, although there was only one registered dietician when Yanome joined in 2001, that number has now increased to 23. With this enhanced staffing structure, the number of inpatient nutrition management and outpatient nutrition guidance has increased significantly, enabling more patient-centered nutrition management.

In addition, 10 years have passed since the launch of nutrition guidance for home-based medical care patients, and the understanding and satisfaction of multidisciplinary staff regarding the nutrition interventions has increased. Moreover, as efforts on home-based medical care support have accumulated, the hospital has developed collaborative relationships with local medical associations and primary care physicians, and now expanded its collaboration to include Matsumoto City.



The number of nutrition guidance sessions (2002–2021)

Champion and Registered Dietitians

Name and position

AIZAWA Takao, Chairperson
JISENKAI Healthcare
Incorporated Foundation



Background

Aizawa graduated from the Jikei University School of Medicine in 1973 and joined the Second Department of Internal Medicine at the Shinshu University School of Medicine. He became Vice Director of Aizawa Hospital under the JISENKAI Healthcare Incorporated Foundation in 1981, and was appointed Chairperson and Director in 1994. He has served in his current position since 2017. He also serves as President of the Japan Hospital Association.

Name and position

YANOME Hideki, Manager
Food and Nutrition Service



Background and career path

Yanome joined Aizawa Hospital in 2001. As a registered dietician in the Food and Nutrition Service, he was responsible for nutritional care management, including nutrition guidance, while also focusing on improving the hospital's nutrition management system. He was appointed Manager of the Food and Nutrition Service in 2004.

Case 4

Heisei Medical Welfare Group

Organization management and nutrition professionals deeply share the importance of nutrition improvement and establish a system enabling high-quality dietary management across all facilities in the Group

Organizational information

The Heisei Medical Welfare Group operates over 100 facilities nationwide and provides medical and welfare services to patients and residents in both the recovery and chronic stages of their diseases.

Throughout the entire Group, there is understanding of the importance of nutrition as a foundation for enhancing the effectiveness of treatment and rehabilitation.

The Nutrition Department was established to oversee nutrition management across the entire Group. The department has 1,587 personnel and is sharing information across the Group to enhance the overall level of nutrition management at each facility.



Heisei Medical Welfare Group

Staff members

: 14,875 (as of the end of January 2025)

Representative

: Chief Executive Officer
TAKEHISA Takahiro

*The mark indicates the location of its head office (Tokushima City, Tokushima Prefecture)

Please refer to the 2025 report (P.22-25) for more details of the initiative.

In order to realize its mission, the Group has committed to providing “meals that everyone can enjoy,” and has been working to establish a system that allows implementation of a high standard of nutrition management at all facilities. Led by a registered dietitian in the Nutrition Department, the Group implements dietary management centered on the patients and residents at each facility.

Overview of Activities

■ Providing “meals that everyone can enjoy,” and a patient- and resident-centered approach

The Group envisions patients and residents living at home after treatment. It carefully listens to their wishes, as well as those of their families, and strives to provide dietary management that supports their independence. In care-facilities that serve as living spaces for patients and residents, meals are regarded as an essential part of daily life. Emphasis is placed on ensuring that patients and residents can enjoy their meals by considering factors such as dining place and environment, meal presentation, and the use of fresh ingredients.

In addition, the Group provides 14 standardized types of therapeutic meals across its facilities, ensuring a seamless, smooth response to patients who move between locations within the Group. Additionally, the entire Group maintains a patient- and resident-centered approach by ensuring their oral intake, offering a wide variety of handmade supplementary foods (approximately 80 types), developing its own thickening agents for over 20 years, and accommodating requested personal food items brought in by patients and residents.

■ The Nutrition Department oversees the entire Group’s nutrition management

The Group-wide nutrition management system has been improved since around 2011, led by TAKEHISA Takahiro (who was the Head of the Nutrition Department at the time). First, the Nutrition Department was organized to serve as the steering function for nutrition management. Subsequently, efforts were made to increase on-site registered dietitians and dietitians to ensure stable operations, as well as to develop onsite operations manuals, support menu planning, and establish a food management system.

In addition, as the support system for these Group-wide nutrition management was put in place, the role required of registered dietitians shifted from primarily overseeing food service management to focusing on in-ward activities. As nutrition professionals on the front lines, they now work with other medical professionals to provide nutrition support for the independence of patients and residents.



Multidisciplinary conference



博愛記念病院 月刊広報誌 2024.11



Examples of meals provided by the Group

The Group management team have come to understand the importance of nutrition, creating an environment in which registered dietitians can proactively work on nutrition interventions. The management team has provided the necessary support, and this has expedited the progress of the Group's nutrition management.

Communication with Champion

Nutrition management has been considered as foundation of treatment and rehabilitation across the Group for many years

The Heisei Medical Welfare Group has long focused on nutrition management, including the prevention of undernutrition, with efforts continuing since before CEO TAKEHISA Takahiro joined the Group in 2010. Takehisa also considers nutrition essential, as undernutrition, without proper interventions, can lead to delayed treatment due to organ function decline and muscle weakness, ultimately reducing the effectiveness of rehabilitation and treatment.

The Nutrition Department continues to communicate the necessity of nutrition management across the Group through training programs, including those for new employees, as well as through research activities related to nutrition management.

Support is provided to help frontline staff take responsibility in engaging nutrition management care

As the importance of nutrition is shared across the entire Group, registered dietitians, led by Nutrition Department Head TSUTSUMI Ryosuke, are proactively driving nutrition management. Since his tenure as head of the Nutrition Department, Takehisa has been working to draw out the opinions of frontline registered dietitians, enabling them to think proactively, make proposals, and take action with a sense of ownership.

For the development of human resources who support the nutrition management, Takehisa has defined the ideal registered dietitian within the Group as “a staff member who approaches nutrition with a sense of ownership and can make professional statement.” In response, Nutrition Department Head Tsutsumi has led the creation of systematic training, educational materials, and educational programs aimed at fostering professional thinking skills among registered dietitians.

Currently, each facility provides registered dietitian training with the Group-wide training program. An essential factor in smoothly advancing better nutrition management has been the establishment of a relationship where registered dietitians consistently consider what is necessary for implementation, while the management team, including Takehisa, is appreciative of their proposals.



Meeting between management and staff



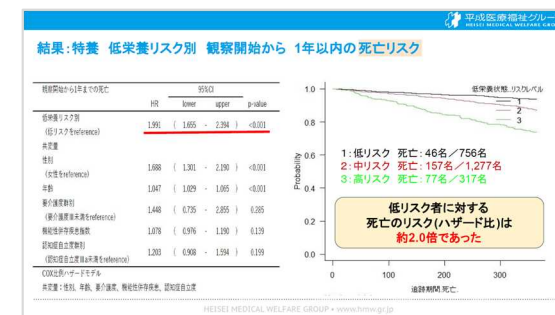
The Group recipe contest hosted by the Nutrition Department

The Group's understanding of the importance of nutrition has a direct impact on the nutrition status of their patients and residents.

Various Effects of Activities

The establishment of the Nutrition Department has made it possible to implement high-level nutrition management across the Group. In addition, the Group as a whole understand the importance of nutrition. For example, rehabilitation staff reminds patients of the importance of adequate nutrition. Professionals besides registered dietitians frequently advise patients and residents on the importance of dietary intake. As a result, awareness of adequate nutrition has also been increasing among patients and residents.

The Nutrition Department's research activities also contribute to these efforts, and these data has helped instill the importance of nutrition among related personnel at all levels in the Group, from management to frontline staff.



Example of research activities (undernutrition and mortality)

Champion and Registered Dietitians

Name and position

TAKEHISA Takahiro,
Chief Executive Officer



Background

Takehisa joined the Heisei Medical Welfare Group in 2010. Since then, he has been involved in opening hospitals and care-facilities while working to improve the quality of medical and welfare services across the Group. He became the Group CEO in 2022.

Name and position

TSUTSUMI Ryosuke,
Nutrition Department Head



Background and career path

Tsutsumi joined the Heisei Medical Welfare Group in 2012. After working at elderly care facilities, he has served as a registered dietitian at the Nutrition Department and is involved its organization. Under the leadership of Takehisa, he has focused on establishing the Group-wide nutrition management system. He has held his current position since 2023.

Next Steps and Our International Contribution

Next Steps and Our International Contribution

■ The sharing of knowledge within Japan is expected to lead to further promotion of systematic and effective initiatives

We believe that the knowledge from the four examples of systematic and effective nutrition improvement activities presented in this report will likewise be useful not only for organizations working on nutrition improvement in the fields of government, medical care, and long-term care, but also for all organizations involved in nutrition improvement as well as those aspiring nutrition professionals and those involved in education at training schools.

We hope that the cases shown in this report would provide lessons learned to further promote nutrition improvement in a sustainable way throughout the country.

■ For further international contribution by sharing Japan's knowledge with the world

We believe that the knowledge from Japan's long history of nutrition improvement contains many implications that may prove useful for the efforts of other countries.

The involvement of Champions who lead nutrition improvement activities from a more comprehensive perspective, and the everyday efforts of nutrition professionals at working level which drive Champion's leaderships, will likely prove useful even for various organizations working on nutrition improvement in other countries.

With the opportunities provided by the Tokyo Nutrition for Growth Summit 2021 and the Nutrition for Growth Summit 2025 in Paris, Japan would like contribute to building greater momentum for nutrition improvement by sharing with the world the knowledge and experience that Japan has cultivated for more than 100 years of nutrition improvement, to tackle nutrition challenges and, ultimately, to achieve sustainable societies.