

Enabling Autonomy and Well-Being for Older Adults Living at Home



Carmen - France

Launch 2023



DANONE
ecosystem

An Ageing Population in France

In France, over **1/4** of the population is aged **60+** (set to increase to **1/3** of the population by 2030¹)



96% of older adults are living at home; **92%** of the population aged **50+** would like to continue living at home as they age²

In 2015, **1.95 million** suffered from **autonomy loss** at home (set to increase to 2.35M by 2027 and 3.99M by 2050³)

The need for **home assistance & support** will increase by **60%** over the next **30 years**⁴



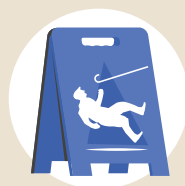
The **causes of dependency** are multifactorial and interact with each other:



Physiology of the ageing process



Acute & chronic diseases



Fall & hospitalizations



1/10 of 70+ suffer from malnutrition



Social isolation & depression⁵

An eldercare system operating under significant pressure

Given the sharp increase in dependency and demand for home assistance, France now faces major challenges:



Elderly care professionals

France has one of the lowest ratios of **elderly care professionals**

- Widespread **dissatisfaction** among care professionals **due to low pay, demanding working conditions, and limited career prospects** — leading to poor recruitment and high turnover
- Care expenditure is expected to **double as a share of GDP by 2050**⁷
- High levels of **stress and burnout** among both professional and familial caregivers⁸

In France, between 8 and 11 million caregivers support a parent, child, or partner experiencing **loss of autonomy**⁹

- Caregiving responsibilities increasingly overlap with work life, **straining work-life balance** and adding significant **emotional and mental pressure**.
- **20% of the French workforce are already caregivers**, and this proportion is expected to keep rising.
- While some employers now offer caregiver leave and other support, caregivers still need greater **recognition in the workplace**.



Familial Caregivers



To address these challenges a coalition of public and private partners decided to join forces.

The **CARMEN** program was born

Mission of the Project

CARMEN is a prevention program to help people maintain their autonomy and quality of life at home

The program is aimed at people aged 65 and over, offering them a set of prevention activities to help maintain or improve their health and quality of life.



A 6-month program built on three pillars:

1



Active Living

Customized and supervised exercises with physiotherapists

2



Social connection

Group-based activities and personalized follow-ups

3



Enjoyable Nutrition

Knowledge sharing about healthy eating & drinking with dietitians

All this with the goal to achieve:

Better mobility

A significant reduction in minor and accidental falls, thanks to physical activities that strengthen muscle tone and balance.

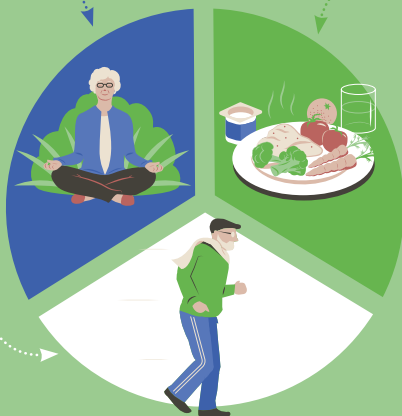
Better quality of life

Improve both physical and emotional well-being.

Better dietary habits

Improving overall health, regulating blood sugar, and preventing undernutrition through:

- Proper hydration
- Adequate protein consumption
- Sufficient fruit and vegetable intake



How it works

A program co-designed **with** older adults, turning national healthy ageing prevention priorities into real, community-based action

Start by equipping frontline professionals*



To launch the approach, we first strengthen the capacity of frontline professionals to identify early risks and deliver holistic elderly health prevention across territories.

Initial holistic prevention training

- 4h e-learning: fundamentals
- 2-day in-person training: nutrition/undernutrition, cognitive health, relational posture, anti-ageism, early-risk screening

Ongoing support

- Workshop animation toolkits
- Expert guidance & best-practice webinars

Then, support older adults living at home



Once professionals are equipped, the program focuses on helping older adults build healthy habits and recognize early risks (including undernutrition), supporting autonomy and quality of life at home.

A 6-month prevention program with flexible formats, personal action plans and follow-ups

- 48h collective community classes (2h/week)
→ for inactive seniors
- 48h individual at-home classes (2h/week)
→ for isolated seniors
- 5-day intensive stays + follow-ups
→ for active seniors seeking connection & respite

Additional support

- Take-home materials & digital tools to reinforce behavioral change

Finally, mobilize caregivers & the general public



To amplify impact, the program also raises awareness among caregivers and the wider public on prevention, early-risk signs, and the fight against ageism.

Local actions:

- Immersive family caregiver workshops
- Community awareness campaigns

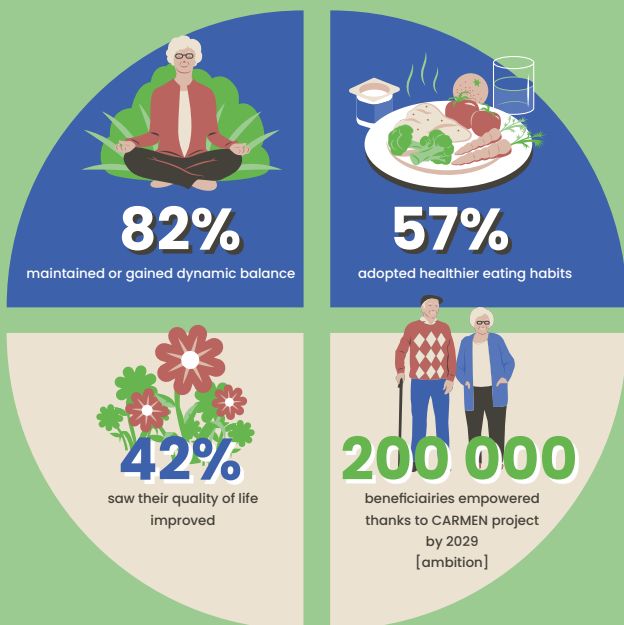
National actions:

- Digital awareness campaign
- Public advocacy

*Physical therapists, dietitians, nurses, GPs, social workers, & volunteers

Leading to a positive impact on the whole ecosystem

The first phase of the program was dedicated to development and testing, which led to the following results*



Better health = Lower costs

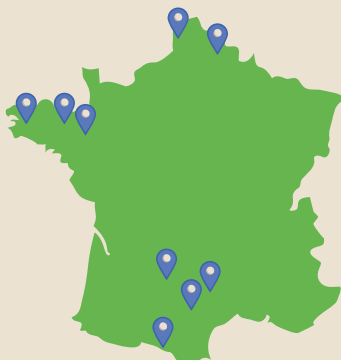
The program reduces avoidable healthcare use, leading to lower spending and smarter allocation of resources.

* Based on the impact assessment conducted 6 months after the program

Given these results and learnings, the objective is now to scale up to Phase 2

The results during and after the program allowed us to:

- set the foundation for a **scalable, sustainable approach**
- highlight the need for **long-term solutions** over short-term interventions.



Building on this foundation, a **pilot** will first be implemented in **9 departments in partnership with local health entities**. Based on its results, the program **will then be expanded to more than 75 departments**.

Partners & Roles



BENEFICIARIES

Older adults are key actors in maintaining independence and well-being at home



DANONE ECOSYSTEM

Shapes the model's design, ensures its viability, structures impact measurement, and prepares it for scaling

NUTRICIA FRANCE

brings its expertise in nutrition and prevention, as well as a structuring perspective on public health issues.

SEL BLEU

plays an absolutely essential role: as adapted physical activity experts, their teams are rooted in local communities, identifying the people concerned, building trust, and delivering the program directly to participants.

Sources:

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- 2 DREES, Enquête Capacité, Aides et Ressources des Seniors, Janvier 2020 : <https://drees.solidarites-sante.gouv.fr/sources-outils-et>
- 3 Insee Première No. 1767 – “4 million seniors could be dependent by 2050”, Published on July 25, 2019 by Khaled Larbi (Insee) and Delphine Roy (Drees).
- 4 Ministère des Solidarités et de la Santé. (2025). Faciliter le choix de vieillir à domicile (updated December 24, 2025). <https://solidarites.gouv.fr/faciliter-le-choix-de-vieillir-domicile/avis-situa...e.insee.fr>
- 5 Brunel, M., & Carrère, A. (2019). La perte d'autonomie des personnes âgées à domicile : Quelles disparités entre départements ? Dossiers de la DREES, n°34, avril 2019. Direction de la Recherche, des Études, de l'Évaluation et des Statistiques.
- 6 OECD (2020), Who Cares? Attracting and Retaining Care Workers for the Elderly, OECD Health Policy Studies, OECD Publishing, Paris, <https://doi.org/10.1787/92c0ef68-en>.
- 7 Laboureaux, J.-P., & Commission des Comptes de la Sécurité Sociale. (2021). Coût de la prise en charge des personnes âgées selon leur degré d'autonomie et leur lieu de résidence. Dans Les comptes de la Sécurité sociale. Résultats 2020, prévisions 2021 et 2022 (pp. 148–153). Commission des Comptes de la Sécurité Sociale.
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- 9 Ministère des Solidarités et de la Santé. (n.d.). Un nouveau décret pour soutenir les proches aidants. <https://solidarites.gouv.fr/un-nouveau-decret-pour-soutenir-les-proches-aidants>