

Menu of Change

Healthy Food in Health Care

A 2013 Program Report with Highlights, Awards and Survey Results



Table of Contents

Introduction	2
Healthy Food in Health Care National Initiatives	3
Healthy Food in Health Care Regional Programs	6
Model Hospital Profiles	8
2013 Healthy Food in Health Care Awards	11
Sustainable Food Procurement Awards	12
Food Climate Health Connection Awards.....	13
Food Service Professional Awards	14
Clinical Engagement Awards	16
National 2013 Healthy Food in Health Care Survey Findings.....	17
Conclusion	23
Appendix A: Survey Respondents	24

Martin Pederson, Oregon Providence Health & Services, participating in the Oregon Hospital Green Chef Challenge



Acknowledgements

Menu of Change Report - Content coordinated by Emma Sirois; edited by Emma Sirois, Kathy Pryor, Kendra Klein, and Sapna Thottathil with contributions from Hillary Bisnett, Fran Cassidy, Stacia Clinton, Michelle Gottlieb, Kendra Klein, Gretchen Miller, Louise Mitchell, Kathy Pryor, Kathryn Savoie, Lucia Sayre, Emma Sirois, John Stoddard, and Sapna Thottathil. Report design by Winking Fish.

Healthy Food in Health Care (HFHC) Survey and Award Program (including application development, data collection, review, and analysis) - Coordinated by Emma Sirois, Hillary Bisnett, and Sapna Thottathil with support from Fran Cassidy, Stacia Clinton, Michelle Gottlieb, Kendra Klein, Gretchen Miller, Louise Mitchell, Kathy Pryor, Kathryn Savoie, Lucia Sayre, and John Stoddard.

Survey and awards application completed by 77 hospitals and long-term care facilities-See Appendix A for the complete list.

This document and much of the work reported on was made possible with generous support from, among others, the John Merck Fund, the Johnson Family Fund, the Bellwether Foundation, and the W.K. Kellogg Foundation.

The Healthy Food in Health Care Program is a national initiative of Health Care Without Harm, which works with hospitals across the country to help improve the health and sustainability of their food services. For more information about the Healthy Food in Health Care Program, and to access a variety of tools and resources, visit www.healthyfoodinhealthcare.org.

www.healthyfoodinhealthcare.org •
www.noharm.org • April 2, 2013

INTRODUCTION

The Healthy Food in Health Care (HFHC) Program is a national initiative of Health Care Without Harm (HCWH), developed in conjunction with its member organizations, which mobilizes advocates to work with hospitals across the country to help improve the sustainability of their food services. Founded in 2005, the program provides education, tools, resources, and support to health care facilities making the connection between the health of their patients, staff and community, and the food they serve. Ultimately the program works to support hospitals in leveraging their purchasing power and health expert status to promote a healthier food system. By purchasing foods that are produced, processed, and transported in ways that are protective of public and environmental health, hospitals can make a profound difference in the market and in the food settings of the people they serve.

In this third Menu of Change report we highlight the diverse set of national program initiatives and regional projects, profile model hospital projects, feature the first HFHC Award winners, and share the results of the 2013 HFHC National Survey of participating hospitals. We hope you will continue to be as amazed and inspired as we are by these leaders and their accomplishments.

The HFHC program is led by a national team of representatives from HCWH member groups and independent contractors:

National Coordinators

Michelle Gottlieb
New England HFHC Director
Health Care Without Harm
617-216-5658
mbgottlieb@comcast.net

Lucia Sayre
California HFHC Director
San Francisco Bay Area
Physicians for Social
Responsibility (PSR)
510-559-8777
luciasayre@sbcglobal.net
www.sfbaypsr.org

Emma Sirois
Oregon HFHC Director
Oregon Physicians for Social
Responsibility
503-780-9859
emma@oregonpsr.org
www.oregonpsr.org

California

Kendra Klein
California HFHC Program Coordinator
San Francisco Bay Area PSR
415-350-5957
kleinkec@yahoo.com
www.sfbaypsr.org

Sapna Thottathil, PhD
National HFHC Program Associate
San Francisco Bay Area PSR
510-604-2357
sapna@sfbaypsr.org
www.sfbaypsr.org

Maryland

Louise Mitchell, PT
Maryland HFHC Manager
Maryland Hospitals for a Healthy
Environment (MD H2E)
University of Maryland School of
Medicine
410-706-1924
Lmitchell@compmed.umm.edu
www.mdh2e.org

Michigan

Hillary Bisnett
Michigan HFHC Director
Ecology Center
734-369-9282
hillary@ecocenter.org
www.ecocenter.org

Kathryn Savoie
Michigan HFHC Coordinator
Ecology Center
313-733-0039
kathryn@ecocenter.org
www.ecocenter.org

New England

Stacia Clinton, RD, LDN
New England HFHC Co-Coordinator
Health Care Without Harm
978-660-2537
Stacia.Clinton@comcast.net

John Stoddard
New England HFHC Co-Coordinator
Health Care Without Harm
617-435-8193
jstoddard@hcwh.org

Oregon

Gretchen Miller
Oregon HFHC Coordinator
Oregon PSR
gretchen@oregonpsr.org
www.oregonpsr.org

Pennsylvania

Fran Cassidy, RD, LDN
Pennsylvania HFHC Director
Common Market Philadelphia
215-869-2681
Fran@commonmarketphila.org
www.commonmarketphila.org

Washington

Kathy Pryor
Washington HFHC Director
Health Care Without Harm
206-714-0813
kpryor@hcwh.org

HFHC National Initiatives

The Healthy Food in Health Care Program engaged several major initiatives to drive the sector toward healthy and sustainable food service operations and food systems in 2012. Following are highlights and progress on these initiatives.

Healthy Food in Health Care Pledge

First launched in spring 2006, the HFHC Pledge provides a vehicle through which hospitals, health systems, long-term care facilities, and hospital food service contractors can demonstrate leadership, and send an important signal to the marketplace about their interest in local, nutritious, and sustainable food, as well as model healthy food practices. Pledge signers agree to work toward developing sustainable food systems in their facilities. As of March 8, 2013, 437 hospitals, health systems, long-term care facilities, and hospital food service contractors across the country have signed the Pledge, and the number continues to grow steadily. Pledged facilities are located in urban, suburban, and rural communities and range in size from 30 to more than 1,000 beds.



Providence Health System in Oregon signing the Healthy Food in Health Care Pledge

The Healthier Hospitals Initiative, Healthier Food Challenge

The Healthier Hospitals Initiative (HHI) was launched in April 2012 by Health Care Without Harm, Practice Greenhealth, the Center for Health Design, and eleven of the largest, most influential U.S. health systems. HHI is a national sustainability agenda for health care that guides and supports hospitals to reduce energy and waste, choose safer and less toxic products, and purchase and serve healthier and sustainable foods. The Healthier Food Challenge is one of the six categories of sustainability activity in the HHI agenda, and to date 239 facilities in the U.S. and Canada have signed onto this Challenge.

Within the Healthier Food Challenge, hospitals commit to 1, 2, or 3 challenges, with a baseline commitment of signing the HFHC Pledge or formally adopting a sustainable food policy. The three challenges are: committing to Balanced

Menus and reducing meat procurement; increasing purchases of healthy beverages, and increasing the procurement of local and/or sustainable foods. HHI provides “how to” guides on how to achieve these goals, interesting strategies, marketing ideas, and comprehensive resources to meet these challenges. By participating in the Healthier Food Challenge, hospitals can also aggregate their data and progress in this area, and measure the environmental health and public health impacts of their efforts.

Protecting Antibiotics The rise of antibiotic-resistant bacteria, coupled with the fact that 80% of antibiotics sold in the U.S. are used in animal agriculture, often for non-therapeutic purposes, has made the issue of antibiotic overuse in animal production a key public health concern for hospitals and health care professionals. HFHC now works with 92 hospitals across the country that are reducing meat procurement and/or are sourcing sustainable meat. We are leveraging the power of institutional procurement and health care’s expert voice to act on several key policy issues. In 2012, we collaborated with the Natural Resources Defense Council (NRDC) to submit comments to the FDA on behalf of 45 hospitals and medical societies and 359 health and health care professionals concerned about the use of penicillin and tetracyclines in animal feed. We also urged the FDA not to replace enforceable limitations on antibiotic use with voluntary guidance. In early 2013, we began collaborating with the Pew Charitable Trusts on the Animal Drug User Fee Act (ADUFA) and the Preservation of Antibiotics for Medical Treatment Act (PAMTA). Both of these acts would create more oversight over antibiotics in the feed and water of animals that are not sick. Through letters, calls, and visits to Senators on the U.S. Senate Committee on Health, Education, Labor, & Pensions Committee, we urged Congress that the reauthorization of ADUFA include provisions to help preserve the efficacy of antibiotics vital to protecting public health.

Local and Sustainable Purchasing Many local and sustainable foods can be identified through existing certifications and labels, and local food procurement can be a key component of sustainable purchasing. In 2012, HFHC’s Local and Sustainable Purchasing Initiative developed several new resources, tools, and projects. For example, in September of 2012, more than 100 hospital food service representatives joined our Local and Sustainable Food Purchasing and Policies in Health Care webinar: <http://www.healthyfoodinhealthcare.org/webinar091312.php>.

As hospitals continue to purchase more sustainable food, their Group Purchasing Organizations (GPOs) are taking notice.



Buy Local Challenge – Food Service and Other Hospital Employees and Visitors – Civista Medical Center, Maryland

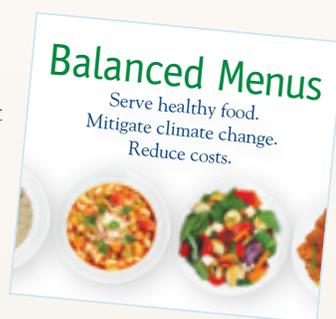
To support GPOs in increasing the amount of sustainable food that hospitals have access to through contracts with their distributors, a new set of purchasing guides have been created. These guides can be used to inform RFI/RFP processes and generally provide a large amount of information on environmental considerations for specific product categories.

Recognizing that a significant number of hospitals across the country utilize the services of food contract management companies, HFHC also took steps in 2012 to better support HFHC Pledge contractor signers. In 2013, HFHC will develop new resources for contractors to support sustainable food work.

The Local and Sustainable Purchasing Initiative is continuing to support hospitals in accessing sustainable food through a variety of distribution channels. In 2012, HFHC worked with distributors to create greater access to, and labeling and tracking of, sustainable food. HFHC also recognizes the growing movement of alternative distribution networks. Many hospitals have had great success purchasing local and sustainably produced food through a regional food hub. In 2013, HFHC will be working to help hospitals best connect to these newly formed networks.

Balanced Menu

The Balanced Menu Initiative is a two-tiered strategy that first asks hospitals to reduce their meat purchases by 20%, and then invest their cost savings in purchasing sustainably-raised meats. Significant costs associated with industrialized meat and poultry production include overuse of non-therapeutic antibiotics, air and water contamination, and contribution to global climate change through methane emissions and land use change.



The Balanced Menu Initiative helps to reduce health care's climate footprint and shifts the market demand and supply. Initially piloted by four California hospitals in 2009, Balanced Menu was formally adopted by 52 hospitals nationwide as

of 2012, with an even greater number of hospitals utilizing Balanced Menu meat-reduction strategies.

In 2012, the Healthy Food in Health Care Program team conducted a sample survey of hospitals that had taken the Balanced Menu Initiative. Hospitals that reported successfully achieving the 20% or greater reduction goal indicated that it took them anywhere from 1 month to 5 years. Their cost savings ranged from \$12,800 for a small 30-bed hospital in Oregon, to \$193,720 for a 1,800-bed hospital in China. Hospitals reported that they then invested their cost savings into increased purchasing of sustainably-produced meat, dairy, or produce.

HFHC developed a national webinar in 2012 to provide more details on implementation strategies: www.healthyfoodinhealthcare.org/webinar110812.php.

Healthy Beverages The Healthy Beverage Initiative is an opportunity for hospitals to initiate strategies to combat obesity and reposition themselves as leaders in prevention-based care. The production, consumption, and waste associated with sugar-sweetened and bottled beverages have numerous negative environmental consequences that are often overlooked, for example pesticide use in corn production or water use and excessive waste associated with plastic bottles. Meanwhile, tap water has been proven to be just as safe, or safer, than its bottled version in the U.S.



Holy Family Hospital of Steward Health System in Massachusetts provides a compelling display educating on healthy beverage choices

Facilities nationwide have emerged with best practices for reducing and eliminating sugar-sweetened beverages, increasing education and access to public drinking water, and reducing bottled beverage waste. Through partnerships with public health departments, state hospital associations, HHI, and key support organizations, HCWH has supported facilities in achieving their healthy beverage goals. Feature tools and resources were released in the Rethink Your Drink Toolkit for Healthy Beverages in Health Care, a collaboration of HCWH, the Illinois Public Health Institute and the American Heart Association. The upcoming launch of the Healthy Beverage Initiative Water Campaign will reignite awareness and increase opportunities for providing public drinking water as the healthiest and most cost effective beverage in health care. HFHC also put on a webinar on Healthier Beverages, which attracted over 200 participants: <http://www.healthyfoodinhealthcare.org/webinar071212.php>

Climate-Food Connection Hospitals can influence the climate change impacts of our food system through the power of their purchasing dollars by taking steps to select and serve foods that minimize greenhouse gas emissions, such as reducing meat portions, increasing vegetarian options, purchasing and promoting local and seasonal foods on the menu, and purchasing organically-grown food. Hospitals can reduce emissions by reducing waste in their food service and establishing composting programs to divert organic matter from landfills. In addition, hospitals are major consumers of energy, operating 24 hours per day, and expending about twice as much total energy per square foot as traditional office space.

It is this climate-food connection that HFHC promotes through education and technical assistance support to hospitals. For the past three years, we have been surveying hospitals and collecting data on climate mitigation strategies in food service, promoting procurement strategies that help to offset greenhouse gas emissions and support more sustainable food production systems, and increasing climate and health literacy among clinicians who can support changes in food service operations in the facilities where they work. In 2013, we are developing a presentation on the climate and food connection that we will distribute to our hospital partners so they can showcase their efforts and make the case for increased attention to important mitigation opportunities.

Food Matters In 2011, HCWH launched the Food Matters clinical education and advocacy project. Aimed at informing and activating a broad range of clinicians on food and health issues, Food Matters is a comprehensive package that encourages hospitals and health care professionals to become leaders and advocates for a food system that promotes public and environmental health. Physicians, nurses, dietitians, nurse midwives, and other health care professionals are well poised to transform the food system.

2012 saw exciting developments in the reach of the Food Matters program, as the American Academy of Pediatrics featured a Food Matters session at their Annual National Conference and Exhibition in New Orleans. This expansion is at the core of our efforts to incorporate the curriculum into medical schools and medical associations across the country. Food Matters is also exploring mechanisms to include breastfeeding promotion into our program via a First Foods project. Over the next year HFHC will be developing pilots that connect the dots between breastfeeding and our overall efforts within health care to promote healthy and sustainable foods. The Food Matters curriculum has been translated into Spanish and revised into a program for use by community public health workers. We will be piloting the program in 2013 with some of our national partners, including Planned Parenthood and the Promotores organization, and will begin national outreach and dissemination in 2014.



NEWS RELEASE

Press Release: April 20, 2012
Contact: Eileen Secrest • 540-424-6512

Maryland Bans Arsenic in Chicken Feed, Health Care Instrumental in Passing Legislation

Baltimore, Md. — The collective voice of the health care and public health communities helped tip the scales in a long-running legislative battle that culminated on April 7th in Maryland becoming the first state in the country to adopt a ban on arsenic additives in chicken feed.

This was the third consecutive year that the state legislature considered the arsenic ban in Maryland, which is the nation's 8th-largest producer of broiler chickens. "The letters, calls and testimonies we received from hospitals, health care and public health professionals and their associations played an important role in helping to pass this bill," said legislation. State Delegate Tom Hucker (D-Montgomery), the primary sponsor and champion of the

Public Policy HCWH works to bring the health care voice to critical food and farm policy discussions, through education and advocacy. In 2012 and early 2013, HCWH participated in policy work around the 2008 Farm Bill extension, Genetically Engineered (GE) organisms, and chemical additives in agriculture. HFHC began 2012 by successfully pressuring Maryland's legislature to ban arsenic additives in chicken feed. HFHC then turned our efforts to the 2008 Farm Bill, up for reauthorization in Congress. In early 2013, HFHC signed onto Getting Our Act Together (GOAT) on the Farm Bill Collaboration's letter to Congress, expressing support for a sustainable food system. HFHC also opposed the addition of GE riders in the Farm Bill extension. In December 2012, HFHC rallied 202 health care professionals to submit 617 total messages to 186 Senators and Representatives, voicing opposition to GE riders put into the Farm Bill extension and the 2013 Agriculture Appropriations bill. In February 2013, HFHC turned to GE salmon, and delivered 519 signatures from hospitals and health care professionals to the FDA, expressing concern over the FDA's Environmental Assessment of GE Salmon. Several of HCWH's nurses also testified in support of Initiative-522, GE-Labeling in Washington. HFHC is now focusing its 2013 policy work on antibiotics in animal agriculture.

HFHC Regional Programs

A key feature of the Healthy Food in Health Care Program is its regional programs. These programs, led by partner organizations and individuals in strategic areas, are the incubators for best practice and architects of replicable strategies and programs. There are currently regional HFHC programs in California, Maryland, Massachusetts/New England, Michigan, Oregon, Pennsylvania, and Washington. The following are highlights from 2012.

California HFHC continues to gain momentum in California through the efforts of expanded regional organizing and the introduction of HHI. As of April 2013, there were 97 California hospitals signed on to the HFHC pledge and 82 hospitals signed on to the Healthier Food Challenge of HHI. With generous support from the California Endowment, statewide work is expanding from the Bay Area to Southern California, with new regional organizers in San Diego and Los Angeles. Based on the innovative Bay Area Hospital Leadership Team model, the organizers in Southern California are cultivating networks of hospitals in their regions to share best practices and pool purchasing power in order to shift the marketplace toward sustainability. Some of the major achievements of the program in California include ensuring the availability of cage-free, certified-humane eggs through a major distributor due to the aggregated demand of several Leadership Team hospitals, a new regional produce sourcing project which has streamlined the process for hospitals to purchase produce from family farms practicing sustainable production methods, and increased participation by clinical advocates in both regional and national policy efforts to improve the health of our food system. In 2013, HCWH will be hosting three HFHC roundtables in California to highlight the innovative work of participating hospitals, educate participants about a systems approach to healthy food, and inspire increased clinical advocacy.

Maryland Hospitals and nursing homes in Maryland and the greater Washington D.C. area continue to expand their initiatives with support from Maryland Hospitals for a Healthy Environment (MD H2E). There are now 11 hospitals and one nursing home purchasing local sustainable beef and/or poultry and over 40 purchasing local produce regularly. This stands on the success and steady increase in participation in the region's Buy Local Challenge over the past five years. In



Anne Arundel Medical Center Farmers Market in Annapolis MD

2012, 53 health care facilities in the region collectively spent over \$61,200 on local foods during Buy Local Week, the last full week in July. Twenty-one additional hospitals around the country also participated, spending another \$22,400 in local foods during the week. Health care facilities in the region now host at least 17 farmers markets and farm stands, five Community Support Agriculture (CSA) projects, five gardens, and five healthy beverage programs. At least seven facilities have won local, state and national awards. The Chesapeake Food Leadership Council is now led and attended by food service and dietitian professionals from health care and other industry sectors, sharing best practices and working on distribution and policy initiatives. Health care voices from the Leadership Council signed on as individuals, hospitals, and professional associations to help pass legislation making Maryland the first state in the U.S. to ban the use of arsenic in chicken feed.

Massachusetts & New England

In 2012, HFHC began a coordinated effort across all six New England states to aggregate demand from the region's health care sector for local and sustainable food, by creating a peer learning network for hospitals. Hospitals showing leadership in the local and/or sustainable foods arena, joined together with community partners in government, agriculture, and other areas of the supply chain, to share successes and challenges, and to work on a purchasing pilot that will signal the region's producers that hospitals want their food. One state pilot will support the region's vibrant fishing community by procuring seafood from small, local boats in partnership with the Northwest Atlantic Marine Alliance. The state workgroups were formed to complement existing farm to institution efforts in each state by representing the unique needs of the health care sector. As progress is made in each group, data will be collected and used to inform and guide efforts for the region as a whole. HFHC plans to share the workgroup progress and the data collected with its partners in Farm to Institution New England (FINE), a cross-sector effort to build the region's food system infrastructure by increasing demand for local foods from institutions.



Sustainable Seafood Throwdown in Boston MA features local hospital chefs and sustainable seafood experts.

Michigan Michigan HFHC's partner organization, Ecology Center, expanded its program, including a new staff position based in Detroit, to build a bridge between health and community food systems advocates. With a focus on first foods, good foods, the staff worked to gain buy-in from two clinics to pilot a food prescription project, including the HFHC Food Matters curriculum for clinicians. The Ecology Center also co-lead the planning for Michigan's Green Healthcare Committee's Annual Conference contributing two tracks for food service and health professionals with sessions ranging from antibiotic over-use in agriculture to food assistance programs for hospital farmers' markets. Other work included supporting the development of a new food hub (food aggregation site) in Detroit through the pilot of purchases from two regional hospitals—these hospitals will continue to purchase food into the new year. Lastly, the organization was proud to recruit more than a dozen hospitals to take the Healthier Food Challenge of HHI while also gaining the Michigan Health & Hospital Association as a Supporting Organization for the national initiative.



Henry Ford West Bloomfield's Hydroponic Production in Michigan

Oregon Oregon Physicians for Social Responsibility continues to lead HFHC work in Oregon. In 2012 sustainable food work in that region grew and thrived. Coming off the success of a hospital cooking challenge, the Hospital Green Chef meal labeling project was born. Five hospitals implemented this project into their cafeterias – creating and labeling meals that met strict sustainability and nutrition standards. Standards were developed in coordination with hospital members of the Oregon HFHC Workgroup. Through targeted marketing, promotion and excellent food this meal labeling project was a great success. In addition to Hospital Green Chef, the Oregon HFHC Workgroup also undertook a sustainable poultry project. In an effort to identify regional poultry produced without added antibiotics, members reviewed current buying practices, toured processing plants, and set goals for accessing more sustainable products. Closing out the year, hospitals in Oregon were invited to participate in the newly formed Institutional Food Buyers Alliance. This alliance brings together food buyers from hospitals, schools, corrections facilities, business campuses, and more to share best practices, collaborate on group projects, and streamline purchasing goals and language around sustainable food procurement. Many of the hospitals that are part of the alliance will be participating in the alliance's first project aimed at increasing purchases of Oregon grown fruits, vegetables, and tree nuts.

Pennsylvania New program coordination and leadership by Common Market in Pittsburgh is supporting a robust regional program in Pennsylvania. Although this new partner only began coordinating regional activities in the fall of 2012, they have already developed a network of more than 15 hospitals and encouraged and supported those facilities to make formal commitments toward healthy and sustainable food purchasing and food service operations through the HFHC Pledge and HHI Healthier Food Challenge. Also, Common Market hosted a well-attended and received webinar on Healthy Beverage Programs in November 2012 for participating facilities. Facilities in this region are focusing efforts on developing farmers' markets and farm stands on their campuses, and increasing their local and sustainable food purchasing.

Washington After hosting FoodMed Seattle in 2011, Washington's HFHC Pledge-signers were ready to take their commitment to serving local and sustainable foods to a new level. The University of Washington Medical Center in Seattle and United General Hospital in Sedro-Wooley piloted direct purchasing initiatives with an online food hub called Local Orbit, and chefs at Overlake Hospital Medical Center and Swedish Medical Center began ordering produce boxes from local organic farms for use in the hospitals' kitchens. Several hospitals, including Seattle Children's Hospital, began overhauling their beverage purchases, phasing out sweetened beverages, and trying to make the healthy choice the easy choice. Virginia Mason Hospital Medical Center and Tacoma General Hospital prioritized buying antibiotic-free poultry and increasing healthy options in their cafeterias. Overlake Hospital Medical Center wrote the first sustainable food purchasing policy in the state, formalizing the hospital's commitment to purchasing local third party-certified, humane, sustainable products, and their commitment to working with distributors and GPOs. HFHC also partnered with the Washington State Chapter of the Association for Healthcare Foodservice to hold educational sessions on GE foods, healthy vending and beverage guidelines, scratch cooking, and corporate social responsibility, as well as tours of a local pasta maker and organic dairy farm. HFHC partnered with groups from university and corporate foodservice to create multi-sector events titled "Trends in Sustainable Foodservice" and "Wellnology: Driving Wellness Through Technology."



WA HFHC Program leads tour of local Organic Valley Farm for the Washington Chapter of the Association of Healthcare Foodservice.

Model Hospital Profiles

The best way to see the real impact that hospitals can make on creating a healthier more sustainable food system is to focus in on some of the exemplary programs and activities at leading hospitals. Here we present stories that illustrate how hospital food service can support transformation related to some of the most critical food system issues.

Procurement Policy and Supply Chain Engagement at Kaiser Permanente

Kaiser Permanente recently developed a Sustainable Food Scorecard to use in evaluating potential food and food service vendors' ability to support its sustainable food purchasing initiatives. The scorecard has been an instrumental tool in the contracting process, providing Kaiser Permanente with: Insight into potential vendors' corporate and distribution practices, and thus, their commitment to sustainability; detailed lists of the types of products they offer by product category and how they meet Kaiser Permanente's Sustainable Food Criteria (which align with the Green Guide for Health Care Food Service Credits); and a commitment from potential vendors to track and report on Kaiser Permanente's sustainable spend.

Potential vendors are scored based on the selection of products they offer which meet Kaiser Permanente's Sustainable Food Criteria and their ability to track and report on the organization's sustainable spend. These scores are then used in the vendor selection process. The Sustainable Food Scorecard is setting sustainable food standards within the industry. It has been an essential tool in partnering with GPOs and distributors to clarify shared vision and goals, to develop customized tracking and reporting tools, and to achieve sustainable food purchasing goals. It is now available for broad distribution.

Community Outreach and Engagement at New Milford Hospital, New Milford, CT

New Milford Hospital is a 85-bed not-for-profit community hospital with a ninety-two year history of meeting the health care needs of the community they serve. In 2006, New Milford transformed their patient and cafeteria food services from a heat-and-serve model to a cook-from-scratch model utilizing fresh, healthy, sustainable foods from local farms. Six years later, the hospital has become a model for others working to improve their food environments.

With strong Administrative support, Food Service Director and Chef Kerry Gold works closely with local farmers and distributors to purchase foods that promote health and healing while also supporting good agricultural practices. The hospital's food program has been so successful that community members are drawn to their cafeteria to dine on the healthy, fresh food, which has increased their community impact and their revenues.

New Milford's community outreach does not stop there. In the interest of promoting health more broadly, the hospital program, branded as "Plow to Plate", now has several outreach initiatives. Their "Senior Suppers" program offers delicious dinners to seniors for only \$5. Local Girl Scout troops annually plant a healing garden on-site for use in the cafeteria and the hospital runs a Youth Chef Advocacy program to teach basic cooking skills. New Milford's newest program, "Signature Dish," began in 2012. The program partners the hospital with area restaurants to feature a dish on their menus using the Plow to Plate guidelines. As health care reform moves forward, this new program seeks to educate the community about ways that daily food choices are linked to health status and sustainability.

Antibiotics and Meat Procurement at Oregon Health & Science University (OHSU), Portland, OR

Sustainable meat procurement can have large impacts both inside and outside hospital doors. OHSU has recognized this, dedicating a significant portion of their food budget to supporting local producers who employ sustainable practices. This includes purchasing meat produced without the use of non-therapeutic antibiotics. In 2012, guided by their sustainable food policy, OHSU purchased 45% of their beef, 9.5% of their chicken, and 2.5% of their pork from sustainable sources.

Beyond acquiring a sustainable product, OHSU's dedication to sustainable meat procurement has been instrumental in the success of local producers. The majority of OHSU's sustainable beef comes from Carmen Ranch. Prior OHSU's 2009 purchasing commitment, the ranch was having a hard time finding a distributor that would carry their product. With OHSU's commitment, a local distributor picked them up, expanding their market reach, which ultimately helped them grow their wholesale herd size from 15 to 400 head in just four years.

Sustainable Seafood Purchasing at Overlake Hospital and Medical Center, Bellevue, WA

One important, but often overlooked, component of sustainable food purchasing is seafood. Overlake Hospital and Medical Center began purchasing large quantities of hook and line, wild-caught Coho salmon from Seafood Producers Cooperative after meeting one of the fishermen at an event hosted by the Seattle Chefs Collaborative. They had been buying wild-caught salmon already, but the portions came individually-wrapped. Executive Chef Chris Linaman wanted to cut down on waste and liked the idea of buying directly from the people catching the salmon.

Overlake now buys 500 to 600 pounds of frozen-at-sea boneless fillets every other week. “At first, I think they were surprised by the quantity. But now they know that Overlake is going to buy one thousand pounds of fish a month, and they catch it for us,” says Chef Linaman.

They also started purchasing bay shrimp from Oregon and wild Pacific Baja prawns, which they use for everything from shrimp scampi for patient meals and catering to shrimp Louie, Thai shrimp salad, or grilled shrimp skewers in the café. Their prawns and shrimp are considered a “Best Choice” or “Good Alternative” by the Monterey Bay Aquarium Seafood Watch, and the company selling them is a Chain of Custody Certification Holder with Marine Stewardship Council.

“We definitely want to stay away from farmed salmon,” says Chef Linaman. “Moving to sustainable seafood was actually easier than sourcing sustainable beef. This product is comparably priced and a better quality than what we used to buy. We can see, and more importantly, taste the difference.”

Healthy Food at FutureCare Cherrywood Nursing and Rehabilitation Center, Reisterstown, MD

A bright light of inspiration is just north of Baltimore City at FutureCare Cherrywood Nursing and Rehabilitation Center, where clinical dietitians and the Performance Improvement Director, a nurse, are transforming the food environment. Their biggest successes are the introduction of fresh produce through their resident garden and *Deep Roots Garden Club*, their on-site farm stand, and farm-direct purchasing of local produce and local sustainable meat and poultry for their menus. These activities have impacted the residents’ lives immensely, through healthier eating; creating a new sense of community, closeness, and purpose; promoting healthier attitudes; and re-kindling old memories and family traditions through storytelling. Staff and visitors are also enjoying the activities. And that’s not all - they saved over \$12,000 as a result of implementing several sustainability initiatives, including the Balanced Menus Challenge which guided them to reduce meat on the residents’ menus and switch to sustainable meats.



Residents at FutureCare Cherrywood Nursing and Rehabilitation Center in MD enjoy growing fresh vegetables for their foodservice.

FutureCare Cherrywood was also selected as the first health care facility to showcase their local food recipe submission at the Governor’s Annual Buy Local Cookout 2012, with the same recipe earning them first place in the “Taste of the Town” contest in Reisterstown, MD against local restaurants, bakeries and deli’s! Residents also beamed with pride when their food from the garden won first place at the County Fair. Innovative recipe contests, local food cook-offs for residents, and a local sustainable pig roast have continued to keep the residents and staff engaged.

Alternative Distribution at Henry Ford Health System & Beaumont Hospital-Royal Oak, MI

Detroit’s Eastern Market has been a hub for connecting growers and buyers in Southeast Michigan for over one hundred years. Now it’s evolving into a food hub, helping to expand a regional food system that includes a network of smaller, local growers, food processors, and businesses throughout a “values-based” food chain. A virtual food hub, called Local Orbit, connects the region’s growers to institutional buyers. Each buyer uses the online purchasing platform, choosing Eastern Market as their hub, to see and select a variety of regional growers and/or specialty product vendors, which are all aggregated in one purchase order. Growers are able to tell their story, inventory their items, and display wholesale pricing.

Early in 2012, HFHC partners from Ecology Center in Michigan convened meetings with health care facilities in southeast Michigan to explore the pilot of local food purchasing from the new Food Hub. Historical purchasing data was collected and buyers were trained on the new purchasing platform. Henry Ford Wyandotte Hospital and Beaumont Hospital Royal Oak piloted purchases for two months in the fall of 2012, purchasing over \$1,200 in local produce, including slicing tomatoes, summer squash, kale and green peppers from Rhulig Farms L.L.C., and root vegetables from DuRussel

Farm. The pilot provided the necessary smaller-scale learning environment for all partners involved in the supply chain. Due to its success, the Hub planned for a large grower and food business expansion in 2013. Also, farmer-buyer meetings were scheduled for the winter months to allow farmers to expand or grow new products while also working to maximize volumes, adjust packaging requirements, and plan for lower pricing by growing for contract with each institution. The hospitals plan to expand purchases made in order to meet their local, sustainable food purchasing goals for 2013.

Healthy Beverages at Connecticut Mental Health Hospital, New Haven CT

The Connecticut Mental Health Center (CMHC) is a state community mental health center operated in partnership with Yale University Department of Psychiatry. CMHC treats more than 5000 outpatients a year and provides 32 inpatient and research beds. In 2011, CMHC began a total transformation of its food and beverage service operations by integrating a fresh and healthy foods vision into its therapeutic process. Through this effort, CMHC signed the HFHC Pledge and committed to the Healthier Food Challenge of HHI to increase the percentage of healthy beverage purchases by 20% of the total beverage purchases annually over the baseline year of 2012.

In its beverage work, CMHC specifically targeted products containing high fructose corn syrup for reduction and/or elimination based on both health and environmental concerns. High fructose corn syrup is associated with harmful levels of caloric intake, and the production of corn is associated with high use of pesticides, synthetic fertilizer, and water. The facility also focused on increasing bulk beverage service and decreasing individually-packaged beverages.

CMHC performed an audit of its beverage offerings to determine its baseline, installed twelve water filtering stations, began offering fruit-infused tap water, and increased its offerings of healthy, local, and sustainable beverages. In just one quarter, CMHC was able to reduce its sugar sweetened beverage offerings from 65.49% of total to 31.64%.

Climate Change Mitigation at the University of California at San Francisco Medical Center, San Francisco, CA

Health care's response to climate change requires a creative, multi-faceted approach, and the commitment of UCSF's Food Service Department exemplifies this concept. UCSF occupies a large urban campus, serving over 6,500 meals per day to patients, staff, and the community. The department has implemented several activities that contribute to the reduction of greenhouse gas emissions, including food waste composting, recycling, local and sustainable food purchasing, the installation of 22 Energy Star refrigerators and freezers, increased vegetarian and vegan meals on all of their menus, and the replacement of fluorescent bulbs throughout the kitchen and prep areas for energy savings of over 33%.

In 2012, local and sustainable food purchases topped 22% of their total dollars spent on food and beverage, above and beyond the target goal of 20% by 2020 set by the Office of the President for the entire University of California system, and six years ahead of schedule.

23% of their non-reusable food service ware and take-out containers were biobased in 2012. They currently use only reusable food service ware for patient meals, and plan to transition to reusable food service ware in the café as well. UCSF works with a waste management company that also collects compostables, including food waste and biobased plates, cups, and bowls. No more garbage disposals in the department any more. The only waste food item they cannot compost is oil, and that is being converted locally to biodiesel.

HFHC Awards Program 2013

In 2011, HCWH launched the HFHC Awards Program to recognize excellence in sustainable food services at health care institutions across the country. These awards acknowledge significant achievement and leadership, inspiring competition to achieve measurable and lasting results, and encouraging continuous improvement, with an emphasis on quantitative benchmarking in sustainable health care food service operations.

All facilities engaged in improving their food service in alignment with HFHC are encouraged to complete the Survey and Awards Application. Eligible health care facilities have signed the Healthy Food in Health Care Pledge OR otherwise met minimum eligibility criteria. In 2013, leaders have been recognized in the following categories:

- **Sustainable Food Procurement**
- **Food-Climate-Health Connection**
- **Exemplary Food Service Professional**
- **Clinical Advocacy and Engagement**

SUSTAINABLE FOOD PROCUREMENT AWARDS

The Sustainable Food Procurement Award was established to recognize three leading facilities that promote health by providing sustainable food choices for patients, staff, and the community in their food purchasing decisions. Award winners include facilities that were able to document 2012 achievement in each area listed below and earned the highest total points:

- Procurement of sustainable food and beverages
- Procurement of local food and beverages
- Direct procurement from farmers/ farm cooperatives / food hubs
- Support for reduced antibiotic use in animal agriculture through procurement decisions

First Place

Fletcher Allen Health Care, Burlington, VT

Fletcher Allen Health Care, a 500-bed facility serving Vermont and Northern New York, reported and documented that of their total food purchased in 2012, 30% of purchases were sustainable and 37% were locally grown or raised. This facility also tracked combined fresh and frozen beef, pork, turkey and chicken purchases that were produced with “reduced antibiotic use” to be 48%.

Second Place

Overlake Hospital Medical Center, Bellevue, WA

Overlake Hospital Medical Center, a 349-bed facility serving Puget Sound Region in Washington, reported and documented that of their total food purchased in 2012, 50% of purchases were sustainable and 65% were locally grown or raised. This facility also tracked combined fresh and frozen beef, pork, turkey and chicken purchases that were produced with “reduced antibiotic use” to be 19%.

Third Place

University of Washington Medical Center, Seattle, WA

University of Washington Medical Center, a 450-bed facility serving Washington, Wyoming, Alaska, Montana, and Idaho, reported and documented that of their total food purchased in 2012, 26% of purchases were sustainable and 45% were locally grown or raised. This facility also tracked combined fresh and frozen beef, pork, turkey, and chicken purchases that were produced with “reduced antibiotic use” to be 25%.



Chef William Cosman holding a colander of fresh corn at Fletcher Allen Health Care, Burlington, VT



Chef Chris Linaman at Overlake Hospital Medical Center, Bellevue, WA

FOOD CLIMATE HEALTH CONNECTION AWARDS

The Food Climate Health Connection Award was established to recognize three leading facilities that are taking significant steps toward reducing their climate footprint. Award winners include facilities that were able to document 2010 achievements in areas listed below and earned the highest total points:

- Reduction of the amount of meat and poultry purchased
- Prioritizing purchase of food and beverages that are produced without use of fossil-fuel based fertilizers and pesticides
- Waste prevention, food donation, and composting
- Energy and water conservation

First Place

Lucille Packard Children's Hospital, Palo Alto, CA

Lucille Packard Children's Hospital, a 311-bed facility, took the Balanced Menus Challenge, offered at least one protein-balanced vegetarian or vegan menu option at each meal for patient and cafeteria food, and the cafeteria menu was meat-free one day per week throughout the year. The facility prioritized the purchase of food and beverages that are produced without use of fossil-fuel based fertilizers and pesticides through written procurement and/or policies, while also including purchasing preference language in contracts, RFPs and RFIs. Under the facility's energy and water conservation practices, equipment purchasing policies prioritized "total cost of ownership" and "energy/water efficiency" instead of lowest initial purchase price, supported the purchase of Energy Star and/or WaterSense rated commercial foodservice equipment, replaced all pre-rinse spray valves with low-flow alternatives, implemented demand control ventilation systems, trained staff to turning appliances off when not in use, purchase energy efficient light bulbs for cafeteria and back of house.



Director of Food Services, Sylvia Shih, in the cafeteria of Lucille Packard Children's Hospital, Palo Alto, CA

Second Place

Ronald Reagan UCLA Medical Center, Los Angeles, CA

Ronald Reagan UCLA Medical Center, a 540-bed facility, took the Balanced Menus Challenge and offered at least one protein-balanced vegetarian or vegan menu option at each meal for patient and cafeteria food. The facility prioritized the purchase of food and beverages that are produced without use of fossil-fuel based fertilizers and pesticides through written procurement and/or policies, while also including purchasing preference language in contracts, RFPs and RFIs. A large effort was made to reduce waste in food services including, but not limited to tracking food waste, composting (diverting an average of 6.44 tons/month) and food donations, reusable food service ware in patient meals, beverage container reduction by bulk/fountain dispensers in retail locations, and promotion of public drinking fountains. Under the facility's energy and water conservation practices, an energy audit was conducted resulting in the purchase of Energy Star and/or WaterSense rated commercial foodservice equipment; additionally, employees were trained to turn appliances off when not in use.



Cafeteria, Ronald Reagan UCLA Medical Center, Los Angeles, CA

FOOD CLIMATE HEALTH CONNECTION AWARDS *(CONTINUED)*

Third Place

University of Washington Medical Center, Seattle, WA

University of Washington Medical Center, a 450-bed facility, took the Balanced Menus Challenge, resulting in a 25% meat reduction, by offering at least one protein-balanced vegetarian or vegan menu option at each meal for patient and cafeteria food, and the cafeteria menu was meat-free one day per week throughout the year. The facility prioritized the purchase of food and beverages that are produced without use of fossil-fuel based fertilizers and pesticides through written procurement and/or policies. A large effort was made to reduce waste in food services including, but not limited to tracking food waste and composting (an average of 180 tons/year), beverage container reduction by bulk/fountain dispensers in retail locations, and pitchers for catering and promotion of public drinking fountains. The facility purchased compostable/biodegradable (BPI Certified) products for patient service and its café. Under the facility's energy and water conservation practices, equipment purchasing policies prioritized and supported the purchase of Energy Star and/or WaterSense rated commercial foodservice equipment; additionally, all pre-rinse spray valves were replaced with low-flow alternatives, and energy efficient light bulbs were purchased for cafeteria and back of house.



University of Washington Medical Center picking up their first order of blueberries from a local farmers

EXEMPLARY FOOD SERVICE PROFESSIONAL AWARD

The Exemplary Food Service Professional Award was established to recognize three leading food service professionals for making the critical link between our industrialized food system and public health. Award winners include individuals that were able to document 2012 achievements in areas listed below and earned the highest total points:

- Engagement and support of healthy, sustainable food initiatives within the Food Service Department
- Developing Healthy Food programs outside of food service to create comprehensive food environments for staff, patients and visitors
- Efforts to incorporate messaging and outreach of sustainable food initiatives into professional and community networks
- Participation in broader advocacy efforts to promote or protect healthy regional or national food policy

First Place

Holly S. Emmons, Union Hospital of Cecil County, Elkton, MD

Holly Emmons engaged in a variety of food service related efforts, including supporting the facility in signing the HFHC Pledge and subsequently developing a department mission statement to include sustainability. She advocated for local, sustainable chicken with distributors, increased local food purchasing directly from local farms, led efforts to preserve/freeze foods through the non-harvest season, expanded composting and the recycling program, and started a program to donate foods to local homeless feeding groups. Her broader facility efforts include working with the hospital employee wellness program to utilize pricing to incentivize

Holly Emmons (second right), Food and Nutrition Services Manager at Union Hospital of Cecil County receiving Maryland Governor's first Smart, Green and Growing Buy Local Agricultural Challenge Award. Governor Martin O'Malley (center), U.S. Secretary of Agriculture Tom Vilsack (right), Maryland First Lady Katie O'Malley, and Maryland Secretary of Agriculture Earl "Buddy" Hance (left) are also pictured.



healthy eating. In professional and community networks, Emmons has spoken at several conferences about sustainable foods. She also serves as the co-convener for the Chesapeake Food Council, and is a member of the Cecil County Community Transformation Grant Committee's Healthy Lifestyles Taskforce. She advocated for the Arsenic in Poultry Legislation in Maryland for three years, providing written and verbal testimony as well as contacting legislators by phone for support.

Second Place

Jack Henderson, University of California San Francisco Medical Center, San Francisco, CA

Jack Henderson led efforts to sign the HFHC Pledge and develop the department's sustainability policy. Henderson has been instrumental in tracking healthy and sustainable food purchases. He facilitated the implementation of UCSF's Smart Choice program which helps retail customers identify "healthy" food items served in retail food service outlets, leads weekly sustainability meetings, which resulted in a gradual increase of sustainable food purchase from 8.5% in fiscal year 2010 to 14% in fiscal year 2012, and created the overall system which established sustainable purchase spend and reports progress. Henderson helped develop waste management practices, including the donation of waste oil to a local bio-diesel vendor, donating unused food to local food pantries, and implementing a recycling and compostable food program achieving 85% diversion rate. Henderson facilitated the UCSF Wellness Committee relationship with Farmigo, a local organization, to provide community supported agriculture (CSA) boxes, and he led a purchasing project with partner hospitals to source cage-free liquid eggs. He has given presentations at multiple events, and is a founding member of the Bay Area Hospital Leadership team. His broader advocacy efforts include serving on the Novation Group Purchasing Organization (GPO) Procurement Committee, where he championed local and sustainable food options on the Novation contract portfolio.



Jack Henderson, Associate Director, Operations, University of California San Francisco Medical Center

Third Place

Richard Jarmusz, Fletcher Allen Health Care, Burlington, VT

Richard Jarmusz initiated and oversaw all farmer meetings at Fletcher Allen, which led to a three-fold increase of direct farm purchases. He controlled food cost to enable more sustainable food purchases, implemented a new cafe menu highlighting all local chicken, beef, pork and sustainable seafood, and led the transition to room service to reduce food waste. He led all three gardens on-site and hosted first "Seafood Throwdown" including three local hospitals. Jarmusz also participated in the national Farm to Cafeteria conference and Northeast Organic Farming Association Annual Conference, led kitchen tours at least monthly for hospitals and schools, and oversaw Masters dietetics internship with several sustainable food related assignments. His broad advocacy efforts include participating in Vermont Farm to Plate Strategic Plan, and advocating for sustainable and local products while serving on a national academic medical center consortium.



Executive chef Richard Jarmusz in the herb Garden of Fletcher Allen Health Care, Burlington, VT

CLINICAL ADVOCACY & ENGAGEMENT AWARDS

The Clinical Advocacy & Engagement Award was established to recognize up to three leading clinical health professionals for making the critical link between our industrialized food system and public health. Award winners include individuals that were able to document 2012 achievements in areas listed below and earned the highest total points:

- Engagement and support of healthy, sustainable food initiatives within the Food Service Department
- Efforts to incorporate messaging and outreach of healthy and sustainable food initiatives into clinical patient care
- Efforts to incorporate messaging and outreach of the healthy, sustainable food initiatives into professional and community networks
- Participation in broader advocacy efforts to promote or protect healthy regional or national food policy

First Place

Judith Focareta, Med, RN, LCCE, Coordinator of Environmental Health Initiatives, Magee-Womens Hospital of University of Pittsburg Medical Center, Pittsburg, PA

Focareta approached hospital leadership to sign the HFHC Pledge, has generated printed and web-based educational materials on healthy food and food systems, and coordinates hospital organic gardens. As part of clinical patient care activities, she hosts lunch n' learns for staff, patients, and families in the gardens. She also coordinated an annual Food Matters conference. Focareta participates in Magee Community Assessment Board where healthy food and food systems will be the topic of its upcoming symposium, partners with Phipps Conservatory on healthier nutrition community campaign, and worked with Community College of Allegheny County to write environmental health principles, including food systems content, into nursing curriculum. Her broader advocacy efforts include representing Magee-Womens Hospital in 'Let's Move Pittsburgh.' She is a member of the Southwestern Pennsylvania Food Security group, and has written letters to the editor and to local and national representatives around food related issues such as pesticides and antibiotics in agriculture.

Second Place

Debbie Petitpain, MS, RD, LD, Bariatric Dietitian, Medical University of South Carolina, Charleston, SC

Petitpain worked with her facility to sign the HFHC Pledge, organized food service related activities around recycling, reusable beverage containers, and food waste composting initiatives, and contributes monthly to department articles in a campus-wide newsletter. Her clinical patient care activities include facilitating the use of MUSC's farm, a former parking lot turned into a ½ acre green space. Petitpain serves as part of a distinguished leadership committee for MUSC's Urban Farm, and has brought her post-bariatric surgery patients to the farm for farm tours. In professional and community networks, she serves as a preceptor for the MUSC Dietetic Internships, promoted Sodexo's commitment toward sustainability, the Better Tomorrow Plan, with fellow Sodexo dietitians through a formal presentation at the annual Clinical Update, and participates in Sodexo's SEED (Sustainability Engagement and Expert Development) community of practice by contributing to monthly calls on best practices and by attending regional sustainability seminars.



Third Place

Heather Fletcher, RD, Manager, St. Michael's Hospital, Toronto, ON

Fletcher worked with her facility Sustainability Coordinator to sign the HFHC Pledge and create a local, sustainable food policy. She worked with the GPO to advocate for changes to vendor profile to prefer local producers and provided RFP language, hosted Ontario Executives meeting with a 100% local Ontario meal, and guided the facility to purchase Energy Star equipment. Her clinical patient care activities include developing patient tray education on healthy food activities and a seasonal recipe book. She initiated the Greenbelt Fund Local Food Challenge, and made formal presentations on food systems and health to Dietitians of Canada. Her broader advocacy efforts include making presentations on food service activities throughout city, and she participates in City Council's 'Institutional Innovations' and Sustain Ontario Food and health Care workgroup.



2013 HFHC Survey Findings

Since 2008, HFHC has conducted periodic surveys to benchmark and shine light on the amazing work going on at hospitals across the nation that are engaged in implementing Healthy Food in Health Care initiatives. These facilities have signed the **Healthy Food in Health Care Pledge** or taken the **Healthier Food Challenge** of the **Healthier Hospitals Initiative**, are leaders and participants in Healthy Food in Health Care's Regional Projects (in New England, Pennsylvania, Michigan, Maryland, California, Oregon, and Washington), or are using the resources and tools provided by the **HFHC Program** to transform their food service operations to be more healthful and sustainable.

With each survey, we build a greater understanding of the strategies and approaches that are most supportive of food service transformation. Survey results have been reported in our Menu of Change Reports in 2008 and 2011. Following is an analysis of the results from the 2013 Survey. The responses to this year's survey, which also served as the application for the HFHC Awards, provide further insight into sector progress on sustainability efforts.

Survey/Analysis Methods

The survey questions were designed to measure respondent progress in achieving both qualitative and quantitative results with data collection focused on measuring progress made by facilities in 2012. The HFHC Pledge, GGHC Food Service Credits, and the criteria established for the HFHC Awards served as the basis for the survey and award application questions. HFHC administered the survey on-line via Survey Monkey. From January - February 2013, we emailed announcements to all HFHC Pledge signers and other facilities engaged in applying HFHC principles and goals in their institutions. We also posted a link to our survey on HCWH's healthy food listserv. Respondents were given 30 days to complete the survey.

Limitations

This survey is not meant to be broadly representative of facilities in the health care sector. It is a measurement of work self-reported by hospitals and long term care facilities engaged at some level in HFHC work. Though award finalists were required to provide documentation supporting their answers, in general, we did not audit responses. Not all questions were answered by respondents. We designed the survey to utilize "skip logic," to allow respondents who answered "no" or "don't know" to skip follow-up questions intended for those that said "yes." In a few cases, respondents used their own "skip logic." Thus, for our analysis, we note both percentages and number of respondents who answered the question.

Facility Information

Respondents from 77 facilities completed the survey. Facilities ranged in size from 19 to 1,068 beds with an average size of 321. They served an average of 297 patient meals and 1,711 cafeteria meals per day in 2012 and spent \$123,866,723 total on food and beverages (10 not reporting \$). Slightly more reporting facilities served urban communities (35%), than rural (31%) and suburban (33%) communities. Also, more than 72% of respondent facilities reported that they have someone from their facility's food service department participating in a facility-wide "sustainability or green team,"¹ and 55% report that the food service department has their own "sustainability or green team."

Sustainable Food Policies and Plans

When a health care institution adopts a sustainable food policy it sends an important signal to the market. There are also many benefits that facilities may realize through the development and implementation of a policy and plan. Thus, only facilities that had signed the pledge or had adopted a formal sustainable food policy before the end of 2012 were considered for a HFHC Award. 77% of survey respondents (59/77) have signed the HFHC Pledge and/or developed internal sustainable food policies. Developing a plan of action is crucial to realizing the full potential of a policy; 59% of respondents report having a sustainable food service implementation plan with measureable goals.

Sustainable food policies and plans help to:

- Institutionalize purchasing initiatives
- Build awareness and support of decision-makers, budget-holders, and staff
- Clarify goals, expectations, and the limits of initiatives
- Facilitate communication with vendors, employees, patients, and the public
- Establish a framework and tools to drive purchasing decisions
- Specify and justify bidding and contracting provisions
- Address policy and other barriers that may hamper projects
- Create mechanisms to collect and assess cost and performance data to guide efforts
- Provide a clear path for increasing scope and impact.

¹ A "green team" is a group of staff that meets regularly to develop and take steps to reduce a facility's environmental footprint.

The Healthier Hospitals Initiative (HHI) - launched in 2012 and describes in greater depth in the Initiatives section of this report - created new opportunities for facilities to commit to and pursue tracking of measurable change. 57% of respondents reported enrollment in the HHI Healthier Food Challenge.

Quick Survey Stats	Percent of Facilities
Signed the Pledge or are part of a health system that signed the Pledge prior to December 31, 2012	39% (30/77)
Adopted or were part of a health system that adopted a sustainable food policy prior to December 31, 2012	9% (7/77)
Signed the Pledge AND adopted a Sustainable Food Policy (or is part of system that did both) prior to December 31, 2012.	38% (29/77)
Have a sustainable foodservice (or food procurement) implementation/action plan with measurable goals.	56% (43/77)
Enrolled in the Healthier Hospitals Initiative and the Healthier Food Challenge (pursuing one, two, or three of the following goals: Healthy Beverages, Balanced Menus, Local & Sustainable Food Purchasing)	57% (44/77)

Healthy Food and Beverage Environments

Transforming the hospital food and beverage environment to make the healthy option (from both a nutritional and sustainability standpoint) the default option is fundamental to this movement. Hospitals are transforming their menus, changing their options, and communicating to their eaters about food systems and health. To promote healthy eating environments, hospitals pursued a variety of strategies, including increasing their offerings of fruits, fresh vegetables, and nutritionally dense and minimally-processed, unrefined foods. As part of their commitments, hospitals modified baked good recipes to adjust sugar content, eliminated deep-fried foods, switched to non-fried snack options, offered smaller portions of desserts,



Dartmouth Hitchcock Medical Center in New Hampshire showcases their commitment to healthy food and beverages on their website

eliminated sugar-sweetened beverages, labeled foods with high fat and sugar content, and implemented the Balanced Menus Initiative and/or a Healthy Beverages program.

Quick Survey Stats	Percent of Facilities
Reduced products with high fructose corn syrup	61% (47/77)
Eliminated trans fats (partially hydrogenated/fully hydrogenated) & created a heart-healthy oils purchasing policy	75% (58/77)
Eliminated deep-fried foods from patient meals and cafeteria	39% (30/77)
Developed & implemented a purchasing policy to eliminate artificial food coloring and flavoring	9% (7/77)
Provided one fresh fruit option for breakfast and at least one non-starch vegetable option for lunch and dinner	94% (72/77)
Used whole grain options for a minimum 50% of grains and breads	56% (43/77)
Created soups from scratch	83% (64/77)
Provided a minimum of one protein-balanced vegetarian menu option during each meal	69% (53/77)
Adapted cafeteria menus to allow for increased use of fresh, local produce when available	82% (63/77)
Adapted patient menus to allow for increased use of fresh, local produce when available	74% (57/77)
Promoted breast feeding	55% (42/77)
Eliminated standard practice of free formula giveaways	29% (22/77)

Hospitals report utilizing both nutritional and sustainability standards in designing their menus in order to encourage healthier and sustainable eating.

Geisinger Medical Center specifically offers a 10-week cafeteria special in the summer that features fresh and local ingredients. Others, like UCLA Medical Center in Los Angeles, CA, spent several months trying out new recipes to substitute for the fried food favorites. “The chefs came up with some great substitutes,” said Patti Oliver, Director of Nutrition Services.

Facilities also used a variety of pricing methods to encourage healthy eating behaviors. Oliver explained that they, “decreased the price of our salad bar from \$6.99/lb to \$4.99/lb to encourage consumption of fruits and vegetables,” at UCLA Medical Center. Steven A. Ferguson, Manager in the Food and Nutrition Services Department of York Hospital in York, PA has a similar approach, “As part of our ‘Eating Well Matters’ program, we label high saturated fat and high sugar foods with a ‘RED - Stop Sign’ logo and charge more for them.”

Healthy Beverages

With increased attention to the connections between beverage consumption, health status, and the environment, hospitals have joined the “Healthy Beverages” movement. HFHC identifies healthy beverages as: unsweetened water, 100% fruit or vegetable juice, milk (organic or rBGH-free), nondairy alternatives, coffee, and tea (preferably fair trade). Over 80% of survey respondents (62/77) indicated that they had initiated a Healthy Beverage program or generally worked to increase the percentage of healthy beverages served and sold throughout the hospital. About 70% (53/76) also indicated that they were taking measures to increase tap water consumption in lieu of bottled water consumption. The momentum for eliminating sugar-sweetened beverages from hospitals continues to grow. The majority of the 2013 survey respondents indicated that they had initiated a Healthy Beverage program or generally worked to increase the percentage of healthy beverages served and sold throughout the hospital.

Strategies reported for stimulating the purchasing of healthy beverages, particularly tap water:

- ✓ No longer offered bottled soda
- ✓ Gave away reusable cups
- ✓ Sold reusable water bottles to employees and visitors
- ✓ Provided free “spa water” containers in the cafeteria with fresh, sliced fruit
- ✓ Installed filtered water stations throughout the facility or in cafeterias
- ✓ Installed water bottle filling stations
- ✓ Used pitchers at functions and meetings instead of bottled water
- ✓ Stopped using juices on medication carts on all units, and used only tap water
- ✓ Eliminated single-use water bottles for purchase
- ✓ Eliminated one-time use cups
- ✓ Eliminated all water cooler portable systems
- ✓ Only offered fountain beverages and fresh-brewed coffee and tea in the cafeteria
- ✓ Improved the visibility of healthy beverages and reduced sugar-sweetened beverage options in vending machines

Healthy Vending

Hospitals have also targeted healthy and sustainable food in vending. Twenty-eight hospitals adopted minimum standards to address incorporation of nutritionally healthy and sustainably-produced foods in vending machines, such as USDA Certified Organic snacks and beverages, Certified Fair Trade coffee and tea, and rBGH-free dairy products. A few hospitals negotiated new vending contracts to include nutritional criteria in vending products. Facilities also modified their offerings, for example by reducing all snacks to less than 100 calories, eliminating non-baked chips and sugar-sweetened beverages,

replacing candy bars with healthy snack bars, and increasing low-calorie and low-sodium offerings.

The Traffic Lite System is used at Medical University of South Carolina (MUSC) to help customers quickly identify healthier snacks: Green = GO with these choices most often; Yellow = Caution when selecting these snacks too often; Red = Stop and reconsider your selection. A five cent surcharge is added to all Red Light choices, and the proceeds benefit the Heart Health Program (MUSC’s Pediatric Weight Management program). This program has been in place for four years. In addition MUSC has several healthy vending machines that only serve items that would be classified as ‘green’ choices. The machines were installed last year with plans to add more throughout the campus.

Balanced Menus

HFHC’s Balanced Menus Initiative calls on hospitals to purchase “less meat, better meat” as a strategy for climate mitigation, health improvement, sustainable procurement, and budget management. Almost half of the hospitals (36/62) had either adopted the Balanced Menus Initiative or adopted an internal policy with specific targets for meat reduction and sustainable meat procurement. 29% (18/62) of question respondents purchased less or the same amount (by pounds) of animal-based protein (meat, poultry, seafood, dairy, and eggs) in 2012 compared to 2011. Facilities achieved reduction of animal-based protein by increasing the number of vegetarian entrees and sides on their patient menus and in cafeterias, reducing portion sizes in recipes, and incorporating ‘meatless’ days in their cafeterias.

Quick Survey Stats: USDA or FDA approved label claims, used by facilities to make applicable food or beverage purchases.	Percent of Facilities
Raised without antibiotics/No antibiotics administered/No antibiotics ever (poultry and meat products)	51% (31/61)
Raised without added hormones/No hormones added (beef and lamb only)	36% (22/61)
No genetically engineered ingredients (products made from corn, soy, canola or their derivatives)	20% (12/61)
rBGH-free/rBST-free/Our farmers pledge not to use rBGH (dairy products)	79% (48/61)
USDA Grass-fed (products from ruminants such as beef cattle, dairy cattle, lamb)	28% (17/61)

Education and Promotion

In 2012, hospitals took key steps to educate employees, patients, and the community-at-large about their facilities’ nutritious, socially-just, and ecologically-sustainable food practices and procedures: 32% (23/72) of question respondents taught food service staff about the facility’s food and sustainable initiatives, upon hire; 46% (33/72) of respondents hosted at least one education event for food service staff (both in-house and/



Balanced Menus Hospital Chef Training in Maryland, October 2011

or contracted food service staff) focused on the facility's food sustainability initiatives; 47% (34/72) of respondents hosted at least one educational event for non-food service staff about the facility's food sustainability initiatives.

Many facilities also frequently advertised their local and sustainable food programs in their newsletters; posted signage (such as table tents and posters) throughout their facilities with information about the sustainable companies, vendors, and farmers they purchase from; created wellness committees to meet with staff; and hosted employee engagement classes, such as cooking classes.

Education helps connect participants and eaters to the broader impacts of HFHC initiatives. Said Kathy King, Dining Services Director at Wake Robin Continuing Care Retirement Community in Shelburne, VT, "An important lesson in signing this Pledge and talking with staff and residents about our efforts is realizing how much they value it and the amount of pride they take in being part of an organization that is supporting local farms, local economies, and the Vermont agricultural community."

Local & Sustainable Food Procurement

In the 2012 survey, respondents were asked to report their local² and sustainable³ food purchases separately – a departure from previous surveys where those product attributes were co-reported - since the two categories can be synonymous, but sometimes are not. 82% (60/73) of question respondents indicated that they purchased and served sustainable food and beverages, and 91% (58/64) of respondents indicated that they purchased and served local food and beverages.

² **Local** is defined by HCWH as grown/raised and processed within 250-miles of the health care facility. For processed foods with multiple ingredients, including breads and other bakery items, only products with the majority of ingredients (>50% by weight) grown/raised and processed within the 250-mile radius may be considered local.

³ **Sustainable** is foods and beverages are defined by HCWH as: Third-party certified, i.e., USDA Certified Organic, Food Alliance Certified, Rainforest Alliance Certified, Protected Harvest, Fair Trade Certified, Bird Friendly, Certified Humane Raised and Handled, Animal Welfare Approved, Salmon Safe, NON GMO Project, Marine Stewardship Council. AND/OR Approved to carry one or more of the following USDA or FDA approved label claims: "Raised without antibiotics" or "No antibiotics administered" (poultry and meat products); "Raised without added hormones" or "No hormones added" (beef and lamb only); "No genetically engineered ingredients" (products made from corn, soy, canola or their derivatives); "rBGH-free", "rBST-free", "Grass-fed" (products from ruminants such as beef cattle, dairy cattle, lamb.)

Sustainable

Forty-one facilities indicated that an average of 21% of their total food budgets went to sustainably-produced foods in 2012. Broken down by food category, dairy, eggs, and seafood had the highest percentages of *dollars* spent on sustainable options. Hospitals purchased a wide variety of sustainably-produced foods, from seafood to coffee to bison meat. The three most commonly *purchased* sustainable food items were vegetables, milk, and fruit. Procurement of sustainable offerings was most often from a broadline distributor, but local distributors were a close second, and a growing number of hospitals are purchasing directly from farms.

Eco-labels and label claims

Third-party certified eco-labels and USDA and FDA approved label claims are the most clear and traceable way for a hospital buyer to know that the food they're purchasing is sustainable and consistent with their mission as health providers. Of the third party certifications used by hospitals, Fair Trade Certified was the most common at 62% (36/58 respondents), with USDA Certified Organic (47% or 27/58) and Certified Humane Raised and Handled (36% or 21/58) as the second and third most common.

Many facilities (48/61) rely on the rBGH-free/rBST-free label to ensure their dairy products do not come from cows given recombinant Bovine Growth Hormone, and 31 utilize the USDA-approved "no antibiotics added" label claims to identify poultry and meat products produced without the use of antibiotics. The next most commonly used label claims include: "raised without added hormones" and "no hormones added" for beef and lamb products (22/61), and USDA grass-fed for beef, dairy, and lamb (17/61).

Local

Forty-five hospital respondents indicated that an average of 23% of their total food and beverage budgets went to locally-produced food in 2012. Broken down by food category, dairy, eggs, and produce had the highest percentages of dollars spent on local options. As with the sustainable foods category, hospitals purchased a wide variety of locally-produced foods, including grains, cider, nuts, and legumes. The three most commonly purchased local food items were vegetables (97% of question respondents or 56/58), fruit (85% of respondents or 49/58), and milk (78% of respondents or 45/58).

Strategies for Containing Costs

Many survey respondents (33/57) saw their costs rise as they incorporated more local and sustainable foods into their offerings, however many saw no change in their budget (21/57), and those that did are finding creative ways to recover their costs including decreasing convenience items, eliminating less popular items, and renegotiating contracts. Below is a listing of the most common strategies cited for balancing the budget.

Quick Survey Stats: Cost Strategies	Percent of facilities
Focus on food waste reduction	76% (44/58)
Adjust pricing as needed	69% (40/58)
Streamline inventory	40% (23/58)
Explain reasons for increased pricing to cafeteria patrons	38% (22/58)
Reduce spend on other budget items	31% (18/58)
Purchase direct from farmer	31% (18/58)
Increase pricing on less healthy items	29% (17/58)
Increase budget	26% (15/58)
Switch to room service model	22% (13/58)
Commit to purchasing a specific volume	21% (12/58)
Buy animals such as beef cattle whole and have them processed to meet facility needs	5% (3/58)



Harvesting Tuscan kale and spinach, which are growing in one of St. Joseph Mercy Health system's hoop houses in Michigan

Direct Farm Linkages

Many health care institutions are making direct connections with food production by hosting farmers' markets, growing food on-site, and by purchasing direct from farms. Thirty-one respondents purchased directly from farms, ranches, or farmer cooperatives/local food hubs in 2012 in order to cut costs, to ensure the food they are buying is produced responsibly, and to support the local agriculture sector. Hospitals are also supporting farms in their region and increasing access to fresh foods for their patients, visitors, and staff, by hosting farmers' markets and by serving as CSA⁴ (Community Supported Agriculture) drop sites. In 2012, 35 hospital respondents hosted a farmers' market, farm stand, and/or CSA program on-site. Hospitals (16/60) are also growing food on-site for use in their cafeterias, to teach about healthy eating, and to provide a place of respite and beauty for their patients and staff.

One hospital with a variety of farm-direct programs re-marked: "We started our farmers' market and CSA program approximately five years ago. We currently have markets on three days of the week with in three different locations with an occasional "pop-up" market to promote and support smaller vendors and farmers who cannot commit to coming on campus every week. We currently partner with two farms for CSA memberships for our employees with two drop-off locations on campus."



Oregon's Providence Milwaukie Hospital's Community Garden

4 A CSA is a farm share, typically purchased in advance of the farming season, in which buyers receive a box (bag, basket) of produce delivered weekly throughout the season. CSAs are often fruits and vegetables but other farm products may be included.

Food Service Waste

Food Service Ware: Reusable, Non-Reusable and Compostable

Health care facilities continue to transition to reusable food service ware in patient and cafeteria food service wherever possible. Where not possible, hospitals are encouraged to eliminate use of fossil-fuel-based disposables, including polystyrene products, and use bio-based products that are compostable and composted. While this overall approach is challenging to implement and maintain, hospitals continue to strive for sustainable food service ware programs. Hospitals reported several innovative reusable food service ware efforts including: a reusable take out containers program in which customers pay for containers, then exchange their soiled one for a clean one daily; and encouraging staff to bring their own cutlery and dishware to use for their orders.

Beverage Containers: Promoting Reusable & Refillable

An important aspect of waste reduction is beverage container waste. With so many health care facilities currently working to create healthier beverage options, many creative approaches were reported for reducing bottled beverages and increasing service of filtered tap water with reusable containers. One facility reported, “We provide filtered water and fresh lemons free to employees, guests and visitors and have switched our cups for fountain drinks to 100% recycled containers. Also, we give away reusable cups as incentives for participating in educational campaigns to promote better nutrition.” 58 facilities report taking steps to promote reusable/refillable beverage containers to reduce beverage containers waste.

Food Waste Management: Reduction, Donation and Composting

Reducing food waste not only has environmental benefits but helps to save valuable funds that can be put to work elsewhere in a hospital’s food service budget. Many hospitals switched to

a room service model, used recipe software to manage production and minimize waste, used a formal food waste tracking and reduction program such as Trim Trax or Lean Path, or used an informal tracking process to reduce waste. Many hospitals also reported regular donation of usable fresh, frozen, and canned food to food banks, homeless shelters, churches and other charitable feeding programs.

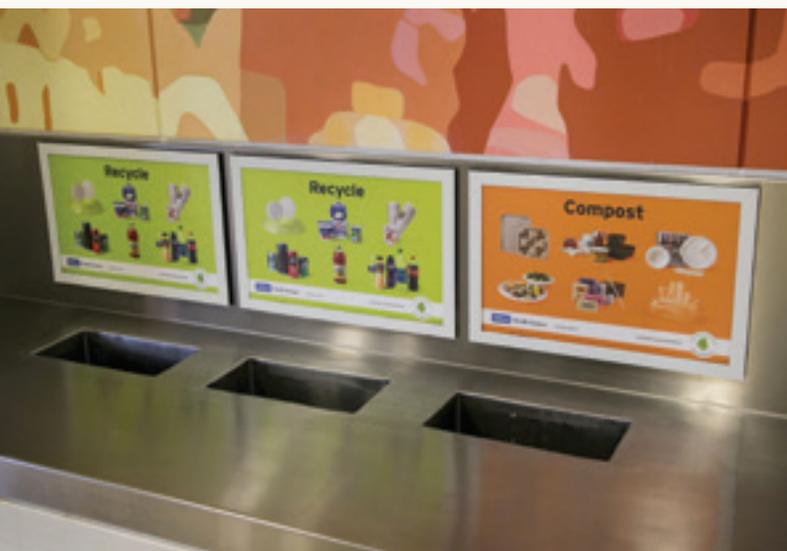
Respondents report on-site and contracted-out/municipal composting programs that divert both pre- and post-consumer waste from patient and cafeteria food service. Many describe the economic incentive to compost with real cost savings realized because tipping/hauling fees for compost are generally lower than for landfill. One facility reported 400 tons of food waste diverted from waste landfill with a savings of \$135,000 for the facility in 2012.

Quick Survey Stats:	Percent of facilities
Food waste reduction method: Track food waste	42% (23/55)
Food waste reduction method: Reduce portion size	31% (17/55)
Food waste reduction method: Cook to order/ provide room service	62% (34/55)
Have a usable food donation program in place	22% (13/60)
Have a program in place to compost organic materials	38% (23/60)

Engaging with GPOs, distributors, vendors, and contractors

Hospitals participating in the HFHC program commit to communicating their interest in sourcing and tracking healthy and sustainable foods to their group purchasing organizations (GPOs), vendors, and/or food management companies. Many facilities have used their Pledge commitment as a basis for communication. 74% (45/61) of question respondents indicated that they communicated a preference for more local and sustainably-produced options to their GPO or prime vendor in 2012. One facility shares their “comprehensive food policy” with all current and potential vendors which outlines sustainability goals including what the hospital will and will not buy.

Several hospitals met directly with their food service providers, while others called and wrote letters or emails to communicate their preferences. Representatives from hospitals also shared their wishes via participation in GPO food advisory committees and nutrition councils, distributor and GPO meetings, and health system meetings/phone conferences with GPOs. As one hospital commented: “We have said to our sales reps, ‘we want you to make it a priority to provide more locally-sourced options, as well as develop the ability to tell us which products that we purchase are obtained from local sources.’” Another hospital required monthly reports of the percentage of local food to its prime vendor.



Food compost and recycling signage at Ronald Reagan University of California -Los Angeles Medical Center.

As a result of these discussions, several vendors, contractors, and distributors now offer and source more sustainable and healthy foods. For example, one hospital shared that its vendor has “has increased its selections of local sustainable foods and sends us weekly updates.” A different facility was able to work with its vendor to eliminate “pink slime” and purchase local meat produced without the use of antibiotics and added hormones.

Others shared that they encountered some difficulties but were able to find reasonable solutions. Said one hospital about communicating its preferences to its vendor: “These are typically large national contracts, but in certain product lines such as dairy, the need for localized contracts was adopted.” Another facility pursued a completely different option: “I spoke directly with one of my GPOs regarding a recently renewed egg contract and my disappointment with the inability to buy organic eggs (available on the previous contract). We are currently purchasing off contract.”

Several facilities admitted that more work was needed on this front, and they hoped to have faster progress on sourcing sustainable food in a transparent manner. Hospitals are working with a challenging purchasing structure that doesn’t always allow changes in sustainable food production and supply to happen easily. A lot of work is being done to transform food system infrastructure but a great deal remains to be accomplished.

Resource Conservation: Energy & Water

A new addition to our 2012 survey was a question regarding hospital food service departments’ efforts to conserve water and energy, as we know that both the health care industry and food service industry are large users of both. The Food Service department plays an important role in enacting changes that can increase water and energy efficiency. Fortunately, some simple and low-cost strategies can make significant positive impacts both environmentally and in a food service department’s budget. Some of these changes are simple policy, such as training staff to turn off appliances or ensuring that water leaks are fixed in a timely fashion. In other cases, a relatively low investment in equipment can yield big monetary savings with a typical return on investment (ROI) of one year or less. Facilities report enacting a variety of measures to reduce water and energy use. Some facilities report sub-metering their departments and/or certain equipment to monitor energy use. Some facilities have policies in place to prioritize energy efficient equipment when making new purchases.

Quick Survey Stats:	Percent of facilities
Employing energy efficient lighting	68% (28/41)
Providing staff training on energy and water efficiency best practices	66% (27/41)
Using energy and water efficient equipment with EPA Energy Star and Water Sense ratings	54% (22/41)
Have conducted an energy audit to determine where efficiency measures can be taken	37% (15/41)
Using high-efficiency pre-rinse spray valves	24% (10/41)

Conclusion

The health care facilities and professionals highlighted in this report have made the connection between the food they serve and the health of their patients, staff, communities, and the environment. They understand that food provisioning can be a key part of a hospital’s fundamental healing mission by prioritizing foods that are produced, processed, and transported in ways that are protective of public health and the environment. However, there is still work to be done. Health care facilities need to continue communicating their preference for sustainable foods with their distributors and GPOs and need to continue to educate their patients, visitors, and staff about the importance of promoting and supporting a more sustainable, localized food system. There is amazing work going on in health care facilities across the country as evidenced by the survey findings and the many national and regional initiatives covered in this report. There are champions and leaders emerging in this Healthy Food in Health Care movement, as evidenced by the success stories and award winners. The commitment that health care facilities are making to provide food that is healthy for people, communities, farm workers, animals, and the environment is encouraging. As new leaders emerge, it will be exciting to see what the next Menu of Change report brings. Thank you for working towards building a healthier future.

Appendix A: Survey Respondents

CALIFORNIA

Doctors Medical Center
Lucile Packard Children's Hospital
Methodist Hospital of Southern California
Mills-Peninsula Health Services
Rady Children's Hospital, San Diego
Ronald Reagan UCLA Medical Center
St. Elizabeth Community Hospital
UCSF Medical Center
Washington Hospital Healthcare System

COLORADO

Parker Adventist Hospital

CONNECTICUT

Norwalk Hospital

FLORIDA

Cape Coral Hospital

ILLINOIS

Advocate Christ Medical Center
Advocate BroMenn Medical Center
Advocate Good Samaritan Hospital
Hopedale Medical Complex

MASSACHUSETTS

Maristhill Nursing & Rehab Center
Sodexo Beth Israel Deaconess Medical Center
Sterling Village
Steward Health Care System

MARYLAND

Baltimore Washington Medical Center
Carroll Hospital Center
Courtland Gardens Nursing & Rehabilitation Center
FutureCare Cherrywood
NMS Healthcare
Union Hospital of Cecil County
Washington Adventist Hospital

MAINE

Sebasticook Valley Health
MaineGeneral Health
Miles Memorial Hospital
Redington Fairview General Hospital

MICHIGAN

Marquette General Hospital
McLaren Northern Michigan
Mecosta County Medical Center
Beaumont Hospital Royal Oak
Bronson Battle Creek
Bronson Methodist Hospital
Henry Ford Wyandotte Hospital
Huron Valley Sinai Hospital
Munson Medical Center
Sparrow Hospital
St. Joseph Mercy Ann Arbor

MINNESOTA

St. Luke's

NEW HAMPSHIRE

Alice Peck Day Memorial Hospital
Dartmouth-Hitchcock Medical Center

NEW JERSEY

Cooper University Hospital

NEW YORK

Adirondack Health
Stony Brook Medicine

OHIO

Mount Carmel East Hospital
Mount Carmel West Hospital

OREGON

ElderHealth & Living
OHSU

PENNSYLVANIA

Geisinger Medical Center
York Hospital
Jefferson Hospital
Magee-Womens Hospital of UPMC
Pocono Medical Center

SOUTH CAROLINA

Hilton Head Hospital
Medical University of South Carolina

VIRGINIA

Inova Alexandria Hospital
Inova Fairfax Hospital
Inova Fair Oaks Hospital
Inova Loudoun Hospital
Inova Mount Vernon

VERMONT

Grace Cottage Hospital
Northeastern Vermont Regional Hospital
Brattleboro Memorial Hospital
Central Vermont Medical Center
Fletcher Allen Health Care
Porter Medical Center
Wake Robin CCRC

WASHINGTON

Group Health
Seattle Children's Hospital
Overlake Hospital Medical Center
Tacoma General Hospital
Allenmore Hospital
United General Hospital
University of Washington Medical Center
Virginia Mason Medical Center

WISCONSIN

Gundersen Lutheran
Hudson Hospital & Clinics

CANADA

St Michael's Hospital

www.healthyfoodinhealthcare.org



12355 Sunrise Valley Dr. Suite 680 • Reston, VA 20191
Phone: 703.860.9790 • Fax: 703.860.9795 • www.noharm.org • info@hcwh.org

