

# CAMA

WHITE PAPER

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HEALING TOUCH

FOOD FOR THOUGHT

# FOOD FOR THOUGHT



**“PROBLEMS LIKE OBESITY AND DIABETES REQUIRE US TO REDOUBLE OUR EFFORTS TO MAKE THE HEALTHY CHOICE THE EASY, AFFORDABLE AND CONVENIENT CHOICE. AND HEALTH CARE ORGANIZATIONS NEED TO LEAD THE WAY.”**

*-- Bernard Tyson, Kaiser Permanente President and Chief Operating Officer*

Hospital amenities greatly influence patient perceptions, so much so, that most patients choose a facility for the overall experience it provides rather than simply for its clinical reputation. As patients try and gauge quality, they focus on aspects of the experience that they can easily understand such as parking, nursing, housekeeping, and food service. With Medicare reimbursements now tied to patient satisfaction scores and comparison data becoming more easily available to the public, hospitals are more than ever focused on creating holistic healing environments. Many popular media outlets have likened newly constructed and renovated hospitals to that of hotels, sparking a debate about whether amenities are merely frivolous luxuries or linked to specific health outcomes. While it is often difficult to tease out how a single feature of the environment impacts health, one amenity seems to stand beyond the debate: improving the quality of hospital food. Our country has a weight problem and recent studies project escalating obesity rates and associated healthcare costs over the next fifteen years. How can hospitals become agents of change?

## **CHOICE ARCHITECTURE: DESIGN INFLUENCES BEHAVIOR**

Choice architects understand that people rarely make decisions on their own. The organization of an interior sends messages in subtle but powerful ways that can help support a healthy food initiative. Each section below provides a series of design recommendations aimed at nudging patients, visitors, and staff to make more nutritious food choices.

## **NUTRITIOUS AND DELICIOUS: NUDGE HEALTHIER HABITS**

In the wake of troubling national health statistics, the fried food and calorie-laden sides and snacks typically found in hospital cafeterias have come under scrutiny by nutrition advocacy groups. Many hospitals have terminated contracts with fast food vendors and have revamped menus in an effort to provide more heart-healthy alternatives. Other institutions have completely transformed their food offerings recognizing their instrumental role in promoting healthier eating habits and improving overall community wellness. A number of hospitals have joined the Hospital Healthy Food Initiative sponsored by The Partnership for a Healthier America (PHA). Facilities commit to implementing changes over three years that include: the addition of wellness meals to the menu, improvement to overall cafeteria offerings, healthier checkouts, nutritional labeling and marketing, removal of fryers and deep-fried products, an increase in the purchase of fruit and vegetables, and a reduction in the availability of sugary beverages.

*Choice Architecture: Wellness meals priced less than or equal to other available meal options / Product placement – display only health-related food options within five feet of cash register stations, place healthy options at eye level and easily within reach / Provide feedback – label items with calories per serving and market only healthy food options / Smart receipts and calorie counting apps*

## **FARM FRESH: SOURCE SUSTAINABLE LOCAL INGREDIENTS**

Hospitals across the country have recognized that fostering farm to hospital relationships increase access to healthy, fresh food for patients and staff and offers new markets for local farmers. Over 400 hospitals have committed to adopting more sustainable food practices by taking Health Care Without Harm's (HCWH), Healthy Food Pledge.

*Choice Architecture: Increase offerings of fruit, vegetables and minimally processed unrefined foods / On-site vegetable and herb gardens / Work with local farmers, community-based organizations and food suppliers to increase the availability of fresh, locally produced food / Sustainably harvested seafood/*



*Antibiotic and hormone-free meat / Promote vegetarian options / Milk free of growth hormones / Food management company, outside vendors, and/or head chef cook from scratch using fresh ingredients.*

**POPULATION HEALTH:  
INSPIRE COMMUNITY WELLNESS**

Instituting change can be difficult, especially in large organizations entrenched in old ways, but many hospitals are taking both small and large steps to address obesity and obesity-related diseases. This section recognizes industry best practices with Kaiser Permanente leading the way with their healthy, sustainable hospital food and for their many innovative partnerships and health initiatives that reach deep into the communities they serve.

*Choice Architecture: On-site farmer's markets / Fruit and vegetable prescription programs / Community supported agriculture (CSA) programs for staff / Teaching kitchens / Senior suppers*

**GOURMET CUISINE:  
TASTE TRUMPS EVERYTHING**

Gourmet food is showing up everywhere. Twenty years ago, hip ingredients and savory dishes gracing the best restaurants more than likely never penetrated far beyond the city. With the advent of smart phones, however, the progression from five-star restaurant to grocery store shelf happens faster than ever before, as evidenced by the average grocery store offerings of locally grown produce, artisanal cheeses, gourmet coffees, and authentic international foods. Most even sell freshly made sushi, even in Texas. From college dining halls, to airports, and even food trucks interesting and inventive food options are showing up on the menus. Hospitals are also

recognizing the demand for such variety and many are seeking out food vendors that offer tasty meals that align with healthy food initiatives.

*Choice Architecture: A variety of menu options including vegetarian and international cuisines / Display cooking that allows for customization / Increased variety of grab 'n go options / Healthy fast casual vendors / Improved dining experiences – consider single, pair, and group settings / Healthier dessert options such as frozen yogurt or better portion control*

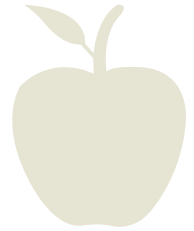
**CHEFS FEED: AGENTS OF CHANGE**

The influence of chefs on consumer attitudes continues to grow especially as more people turn to them not just at times of celebration but also for everyday meals. Taste alone is no longer good enough; meals must also demonstrate a commitment to sustainable and healthy food practices. But for even the most progressive chefs, delving deeper into these topics often leads to confusion and indecisiveness due to the sheer number of studies across a variety of disciplines and the conflicting claims that emerge. In an attempt to provide clarity, The Culinary Institute of America and Harvard School of Public Health has developed the initiative Menus of Change as a means of arming food service and culinary professionals with clear, accurate information to encourage a decision-making process aligned with people, the planet, and profits. Unsurprisingly, chefs are increasingly becoming agents of change, assuming leadership roles in this food revolution.

*Choice Architecture: Trained chefs able to cook from scratch with seasonal ingredients / Chefs to implement menu changes / In-house cook training programs / Special dining events such as guest chefs and competitions / Display cooking*



# YOU ARE WHAT (AND WHERE) YOU EAT



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“SMALL AND APPARENTLY INSIGNIFICANT DETAILS CAN HAVE MAJOR IMPACTS ON PEOPLE’S BEHAVIOR.”

-- Richard Thaler & Cass Sunstein authors of *Nudge: Improving Decisions About Health, Wealth, and Happiness*

## DESIGN TO INFLUENCE BEHAVIOR

Choice architects understand that people rarely make decisions on their own, and the context in which decisions are made hugely influence behavior, for better or worse. Richard Thaler and Cass Sunstein, authors of the popular book, *Nudge*, identify five strategies that designers employ to nudge people to make better decisions. They offer this helpful mnemonic device:

### **iNcentives**

Thaler and Sustain support the free market system, acknowledging that the price of goods significantly impacts decision-making. *Example: The extra cost of buying organic produce or the low cost typically associated with high caloric fast food.*

### **Understand mappings**

Help people more easily plan and understand the effects of their decisions. Provide useful information not in abstract numerical terms, but in more accessible ways that can be applied directly to a situation. *Example: The calories contained in an average serving of French fries are the equivalent of running for an hour.*

### **Defaults**

If a default option is provided, the vast majority of people will end up with this option, whether or not it is good for them. *Example: Most restaurants default to large portion sizes causing diners to overeat.*

### **Give feedback**

Systems that provide feedback help people make more informed choices and improve performance. *Example: Nutrition labeling programs that identify healthy cafeteria offerings and sync with dieting apps.*

### **Expect error**

Expect people to make mistakes and be as forgiving as possible. *Example: The occasional indulgence is only natural. Provide options that satisfy this urge but support long-term health goals such as frozen yogurt with a variety of toppings or fruit dipped in dark chocolate.*

### **Structure complex choices**

As choices become more numerous and varied, people rely on simplifying strategies to guide decision-making. One common strategy is collaborative filtering where people make selections based on the reviews of others with similar tastes. *Example: Many travelers choose a restaurant in a foreign city based on reviews from TripAdvisor.*

Thaler and Sunstein turn to research in the social sciences to better understand the process of decision-making. They identify two systems of thinking: one that is intuitive and automatic referred to as the Automatic System, and another that is reflective and rational referred to as the Reflective System. Another way to describe these two systems is gut reaction versus conscious thought.

Furthermore, decision-making is influenced by temptation. People often underestimate the powerful effects of context on temptation. For example, prior to dining out, you intend not to order dessert. However, when everyone at the table chooses otherwise, you may reconsider, especially after viewing the decadent, mouth-watering selections on a nearby dessert cart.

Mindless choosing in which people make decisions in a state of autopilot also influences decision-making. When it comes to food, temptation and mindlessness go hand in hand. Thaler and Sunstein recognize that “eating turns out to be one of the most mindless activities we do” which is why people, to their dismay, will eat an entire bag of potato chips or carton of ice cream in one sitting.

Fast food icon, McDonald's has capitalized on the automatic system of thinking by providing convenient, craveable, and predictable food at a low cost. In 1948, brothers Richard and Maurice McDonald developed a highly profitable recipe for success: a simple menu of hamburgers, cheeseburgers, French fries, shakes, soft drinks, and apple pie coupled with a highly efficient, assembly-line kitchen design. Today, McDonald's has more than 30,000 restaurants serving 52 million people in more than 100 countries each day.

The evolution of McDonald's restaurants is a wonderful example of choice architecture at work. Indoor dining areas, which surprisingly did not appear until 1962, deliberately discouraged patrons from staying longer than was necessary to finish their meals. Uncomfortable fiberglass furniture, painted in garish colors, and a “no loitering” policy supported by the deliberate omission of pay phones, juke boxes, and vending machines helped create the desired effect of increased turnover.

In the early 2000s, the company embarked on the store's first major redesign since 1969. If you haven't frequented a McDonald's restaurant in a while, you may be surprised that a red-haired clown no longer greets you. You could quite possibly mistake the grown up interior, which now offers a comfortable lounge section and free wifi for that of a Starbucks, although it is highly unlikely that you



#### *EAT AND RUN*

*Historically, McDonald's dining areas deliberately discouraged patrons from staying longer than was necessary. Uncomfortable furniture, garish colors, and a “no loitering” policy contributed to a fast turnover rate.*



#### *PLEASE LOITER*

*In the early 2000s, McDonald's embarked on the store's first major redesign since 1969. The new interior offers a comfortable lounge section with free wifi encouraging patrons to socialize and linger.*

would have missed the yellow brows adorning the more contemporary roof on your way in.

Clearly a please loiter policy is in effect, and a new set of design principles encourage customers to not eat and run, but rather, linger and possibly sample new additions to the menu like snack wraps and sweet tea, not to mention an assortment of gourmet coffees and fresh fruit smoothies from McCafe.

NO MORE CLOWNING AROUND:  
An example of McDonald's new design  
direction at a restaurant in Sydney, Australia



"PEOPLE EAT WITH THEIR EYES FIRST. IF YOU HAVE A RESTAURANT THAT IS APPEALING, CONTEMPORARY, AND RELEVANT BOTH FROM THE STREET AND INTERIOR, THE FOOD TASTES BETTER."

-- Don Thompson, McDonald's President and COO

Interiors apply bright, primary colors judiciously as accents with calming earth tones pervading. Overhead fluorescent lighting has been updated with indirect features and decorative pendants. You may be surprised to find that your chair is no longer bolted to the floor. Wooden tables and chairs are now the mainstay with additional seating such as colorful stools and faux leather chairs and booths rounding out the options. Furthermore, the furniture layouts support three distinct dining zones:

Group Dining – Supports large groups or families with flexible, easily reconfigured seating arrangements.

Fast Casual – Counters and stools provide a grab and go option for hurried professionals.

Linger and Lounge – Plush, comfortable lounge furniture and free wifi access encourage young adults to meet and socialize with friends.

The design of these three distinct zones is a deliberate attempt to target a range of customers with different tastes. Denis Weil, McDonald's VP of concept and design explains, "That each space also connotes a different maturity level that might lead to a specific menu choice is precisely the point" (Paynter, 2010). Jim Carras, McDonald's senior vice president of domestic restaurant

development notes, "The overall redesign allows us to broaden our menu. Customer experience can match menu variety" (Horovitz, 2011).

The spikes in revenue of newly renovated McDonald's restaurants demonstrate how American consumers value, and have even come to expect, a certain level of design even at fast food chains. Creating a new dining experience is crucial to ensuring the McDonald's brand remains relevant. President and COO, Don Thompson explains "People eat with their eyes first. If you have a restaurant that is appealing, contemporary, and relevant both from the street and interior, the food tastes better" (Paynter, 2010). Healthy fast food startups Sweetgreen and LYFE kitchen featured in more detail later in the paper, approach the design of the dining experience as a critical component of their brand identity and a necessary part of changing people's perceptions of healthy food.

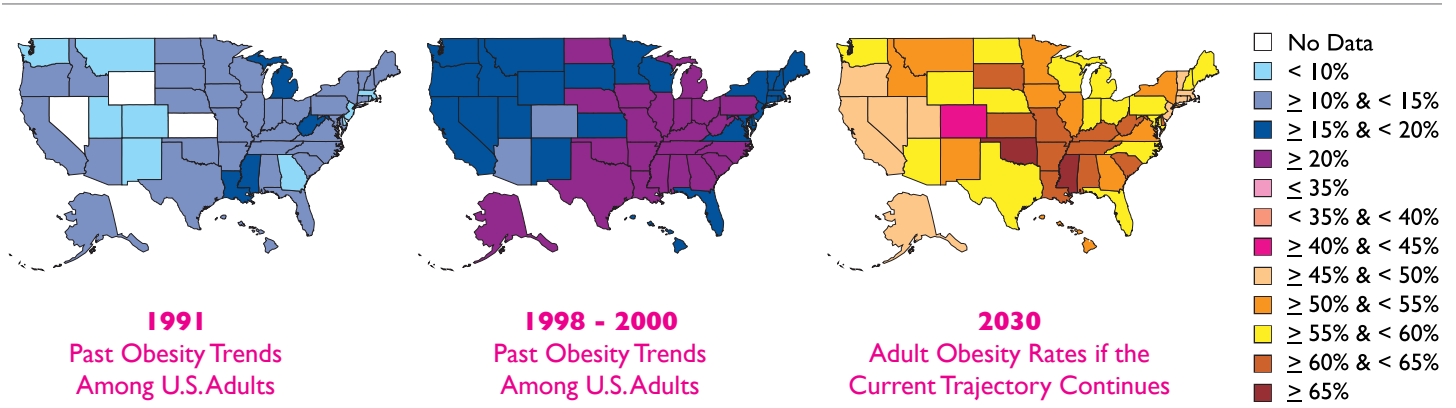
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# NUTRITIOUS & DELICIOUS



“OBESITY-RELATED DISEASES COULD INCREASE TEN TIMES BETWEEN 2010 AND 2020—AND DOUBLE AGAIN BY 2030.”

-- Robert Wood Johnson Foundation

## NUDGE HEALTHIER HABITS

New projections from the Robert Wood Johnson Foundation show soaring adult obesity rates across the country between now and 2030. If obesity rates continue on their current track, more than 60 percent of adults in America would be obese in 13 states; more than half of adults would be obese in 39 states; and more than 44 percent would be obese in all 50 states. Related diseases including type 2 diabetes, coronary heart disease and stroke, hypertension and arthritis could increase ten times between 2010 and 2020—and double again by 2030 (RWJF, 2012).

In the wake of such troubling national health statistics, the fried food and calorie-laden sides and snacks typically found in hospital cafeterias have come under scrutiny by nutrition advocacy groups (Lesser et al., 2012). Many hospitals have terminated contracts with fast food vendors and have revamped menus in an effort to provide more heart-healthy alternatives. Other institutions have completely transformed their food offerings recognizing their instrumental role in promoting healthier eating habits and improving overall community wellness.

## HOSPITAL HEALTHY FOOD INITIATIVE

A number of hospitals including Children’s Hospital of Chicago, Cleveland Clinic, and Kaiser Permanente have

embraced the Hospital Healthy Food Initiative sponsored by The Partnership for a Healthier America (PHA). Since 2012, PHA has partnered with numerous hospitals and hospital food providers across the country in an effort to improve the nutrition of patient meals and cafeteria food options. Facilities commit to implementing changes over three years that that include:



## HEALTHY CHECK OUT

Display only health-promoting food options within 5 feet of cash register stations.

- Wellness Meals – Offer a daily wellness meal that meets healthy nutrition standards and is priced less than or equal to other available meal options by 2013, and increase the number of wellness meals by one each year, up to a minimum of three by 2015.
- Children’s Wellness Meal – Offer a daily children’s wellness meal that meets healthy nutrition standards and is priced less than or equal to other available meal options by 2013.
- Overall Cafeteria Offerings – Sixty percent of all a la carte entrees and side dishes meet nutrition standards by 2015.
- Healthy Check Out – Display only health-promoting food options within 5 feet of cash register stations by 2013.
- Nutrition Labeling and Marketing – Label items with calories per serving by 2014, and display only health-promoting food options by 2013.
- Food Preparation – Remove all fryers and deep fat-fried products by 2015.
- Fruits and Vegetables – Increase the percentage of fruits and vegetables purchased by the hospital by 20 percent annually or ensure that fruits and vegetables account for at least 10 percent of total food purchased by the hospital by 2015.
- Beverages – Increase the percentage of better-for-you beverages purchased by the hospital (e.g., water, 100 percent fruit and vegetable juice, unflavored milk, teas and coffee) to 80 percent of overall beverage purchases by 2015. Additionally, there will be tap water available where possible.



#### RETHINK YOUR DRINK

*Increase the percentage of better-for-you beverages purchased by the hospital (e.g., water, 100 percent fruit and vegetable juice, unflavored milk, teas and coffee). Make tap water available where possible.*

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#### BAKED, NOT FRIED

*Remove all fryers and deep fat-fried products.*



Sodexo offers many choices to make your dining experience great.

Look for these icons to help you identify menu items that meet your needs:

Mindful

Organic

VG  
Vegan

GF  
Gluten Free

L  
Local

V  
Vegetarian

Questions? Please speak to a chef or manager today, we are happy to help!  
Learn more about making smart choices for a Better Tomorrow at [www.tomorrowstarts2day.com](http://www.tomorrowstarts2day.com).

## Can a Traffic Light Guide You to Make Healthier Choices?

A traffic-light label and more visible placement of healthy foods and beverages increased healthy choices in a hospital cafeteria.

People's choice of red-label items **decreased** by **20%** over two years.

People's choice of green-label items **increased** by **12%** over two years.

Learn more about applying behavioral economics to health at [www.rwjf.org/behavioral-economics](http://www.rwjf.org/behavioral-economics)

PROVIDE FEEDBACK - NUTRITION LABELING & MARKETING  
Label items with calories per serving, and display only health-promoting food options.

### TURKEY CHILI

Turkey

Black Beans

Tomatoes

Onion

Jalapeño and Green Pepper

Herbs and Spices

**NUTRITION FACTS:** 1 Serving (8 fl oz)

CALORIES	CARB	PROTEIN	FAT	SAT. FAT	SODIUM	FIBER
130	12g	10g	3g	1g	190mg	4g

This nutritional information is provided to provide you with general nutrition values. Actual nutritional values may vary from manufacturer data and may vary due to seasonal variations in food systems, handling of individual items and customer ordering preferences.

## TRACK YOUR NUTRITION AND FITNESS WITH myfitnesspal

Get started in 3 easy steps!

- 1 Download the MyFitnessPal app.
- 2 Use the search feature\* to find items or scanning feature to grab nutrition information from bar codes.
- 3 Build and save your meals and track against your personal nutrition objectives. **It's that simple.**

\*In the search feature, include the Key Words "Sodexo Campus" along with the item name you are looking for, or scan barcodes on labels and signs.

or log on to [myfitnesspal.com](http://myfitnesspal.com)

Available on the App Store

Get it at Amazon Appstore

Available on Google play

Windows Phone

Calorie Counter by My Fitness Pal

SALAD SHAKERS  
By Seattle Salad



FRUITS & VEGGIES

Increase the percentage of fruits and vegetables purchased by the hospital by 20 percent annually.



SMART RECEIPT  
Personalized Nutrition Receipt



SMART RECEIPT  
Personalized Nutrition Receipt

THE ART OF VISUAL MERCHANDISING  
The demand for healthful foods is driven in part by the creative way that Whole Foods presents them.



FRESH SALAD VENDING  
By Farmer's Fridge

RECEIPT  
Nutrition Receipt

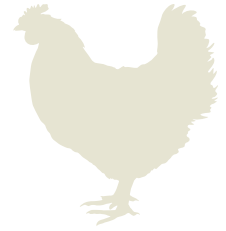


sweetgreen

CHOP'T

DESIGNER SALAD SHOPS  
Chop't vs. Sweetgreen

# FARM FRESH



"OVER THE LAST FOUR YEARS, I'VE SEEN A SHIFT. PEOPLE WHO HAVE NEVER BEEN ON A FARM ARE BECOMING INTERESTED IN WHERE THEIR FOOD COMES FROM. TOWNS AND NEIGHBORHOODS THAT DIDN'T HAVE REGULAR ACCESS TO FRESH FRUITS AND VEGETABLES ARE GETTING THEM. FARMERS AND RANCHERS ARE TAPPING INTO NEW MARKETS AND KEEPING MORE MONEY IN THEIR POCKETS BY SELLING LOCALLY."

-- President Barack Obama

## SOURCE SUSTAINABLE LOCAL INGREDIENTS

Consumer demand for fresh, locally grown food has skyrocketed. According to the USDA initiative Know Your Farmer, Know Your Food, local and regional food is already a multi-billion dollar market and growing rapidly:

- By 2011, over 85 percent of customers polled by the National Grocers Association said that they chose a grocery store based in part on whether it stocked food from regional producers (National Grocers Association, 2011).
- The number of farmers markets has grown by 67 percent since 2008; there are now more than 7,800 listed in USDA's National Farmers Market Directory (USDA, 2013).
- All 50 states in the U.S. have agricultural branding programs, such as "Jersey Fresh" or "Mass Grown"
- Local food has topped the National Restaurant Association's Top 10 Consumers Trends list since 2009.

Many hospitals across the country have recognized that fostering farm to hospital relationships increase access to healthy, fresh food for patients and staff and offers new markets for local farmers. For example, Bowdoin Street Health Center, an affiliate of Beth Israel Deaconess Medical Center, located in Boston, MA offers healthy food prescriptions that enable their clinic patients to



*CITY GROWERS OF BOSTON - Convert abandoned city lots into thriving green farms. Creating a checkerboard of productive green space in Boston's inner city.*

purchase fresh fruits and vegetables from their on-site farmers market (Secretst, 2013). In an effort to reduce readmissions, Steward Health Care also of Boston teamed up with City Fresh to deliver three low-sodium meals and two snacks a day to the homes of patients suffering from congestive heart failure (Kowalczyk, 2013). City Fresh provides the community with affordable, high-quality whole meals. They are committed to using fresh and local ingredients, which include the produce grown on the urban farms of their sister company, City Growers. Founded in 2009, City Growers transforms vacant lots in Boston into economically and environmentally sustainable farms.

## HEALTHY FOOD IN HEALTH CARE PLEDGE

Both hospitals are affiliated with Health Care Without Harm (HCWH), an international coalition of organizations promoting the health of people and the environment. In 2005, HCWH developed the Healthy Food in Health Care Pledge to encourage hospitals to adopt more sustainable food systems. Today, about 439 hospitals have pledged: "...we recognize that...healthy food must be defined not only by nutritional quality, but equally by a food system that is economically viable, environmentally sustainable, and



*INCREASE FRUIT, VEGGIES & MINIMALLY PROCESSED UNREFINED FOODS*  
 Cleveland Clinic, Cleveland, OH  
 Replaced 70% of processed foods with fresh ingredients.



*MILK FREE OF THE GROWTH HORMONES*  
 Kaiser Permanente, Downey, Ca - All milk and yogurt served with patient meals and in cafeterias and vending machines is free of rBGH



*CAGE-FREE SHELLED EGGS*  
 Kaiser Permanente, Downey, Ca - Sources cage-free shelled eggs; efforts underway to source all liquid egg products from cage-free chickens.



*SUSTAINABLY HARVESTED SEAFOOD*  
 Beth Israel Deaconess Medical Center, Boston, Ma - Partnered with National Geographic to launch a sustainable seafood initiative.



*ANTIBIOTIC & HORMONE-FREE MEAT*  
 Fletcher Allen Health Care, Burlington, VT  
 100 percent of beef purchases are antibiotic-free.  
 Over 90% of beef supplied from Vermont.



*FAIR TRADE COFFEE AND TEA*  
 Saint Luke's Hospital, Duluth, Mn

*supportive of human dignity and justice. We are committed to the goal of providing local, nutritious and sustainable food."*

*We pledge to:*

- *Increase offerings of fruit, vegetables and minimally processed unrefined foods;*
- *Reduce unhealthful trans- and saturated fats and sweetened foods;*
- *Procure for cafeterias readily obtainable, socially responsible and sustainable foods like milk from cows that have not been given bovine growth hormone, fair trade coffee and, where possible, organic produce;*
- *Work with local farmers, community-based organizations and food suppliers to increase the availability of fresh, locally produced food;*
- *Encourage their suppliers to offer food that is grown or raised in identifiable systems that eliminate the use of toxic pesticides, hormones and non-therapeutic antibiotics — systems that support farmer and farmworker health and welfare;*
- *Educate their patients and community about the nutritious, socially just and ecologically sustainable healthy food practices they've embraced;*
- *Minimize and beneficially reusing food waste;*
- *Report annually on their progress in meeting these goals.*



## PLOW TO PLATE - NEW MILFORD HOSPITAL

One of HCWH's shining stars is New Milford Hospital located in Connecticut. In 2005, the hospital had experienced a shift in leadership hiring first Marydale DeBor to become Vice President of External Affairs and later a new CEO, Dr. Joseph Folkis. DeBor approached the new president about making healthier hospital food a priority and Folkis, whose background is in preventative cardiology, enthusiastically agreed.

Next, DeBor teamed up with pediatrician Diane D'Isidori and chef Anne Gallagher at a Connecticut Farmland Trust event promoting local farmers and local food. Over the course of the next five years this partnership resulted in the implementation of an aggressive campaign uniting farmers, health care providers and communities in support of food for health called Plow to Plate.

Debor explains, "We took a different tack than other hospitals by turning our food service into a tool to help prevent disease and improve public health. Our hospital is committed to the philosophy that a healthful diet is essential to well-being and that a community hospital should take the lead by setting an example to those it serves" (DeBor & Gold, 2010).

The realization of this vision first began with the hospital taking HCWH's Healthy Food in Health Care Pledge, which was proudly displayed at the entrance to the cafeteria. Next, DeBor hired John Turenne, president of Sustainable Food Systems of Wallingford, CT. Turenne, who previously helped develop the Yale Sustainable Food Project, assessed the hospital's existing food service conditions. His recommendations resulted in the decision to issue a request for proposal outlining the "hospital's philosophy that healthful, sustainable food systems and services are a component of health care practice." The document identified "specific requirements deemed essential to fulfilling that mission" including prohibitions against fried foods, processed foods and high fructose corn syrup (DeBor & Gold, 2010).

New Milford awarded the contract to the sustainable food service management company Unidine Corp. whose commitment to fresh food and made-from-scratch cooking aligned nicely with the hospital's overarching goals. Unidine is known for making their own soups and stocks, roasted meats, baked goods, and even salad dressings. Their meals are seasoned with fresh herbs, which are now available from the hospital's healing culinary garden. The hospital's kitchen is not stocked with frozen or pre-packaged

prepared food, but rather with fresh ingredients, many of which come from six local farms and a dairy cooperative. Meat and poultry are antibiotic- and hormone-free. The deep fryer was removed and the kitchen was renovated to facilitate fresh food preparation and room service. The staff receive intensive training and wear new uniforms emblazoned with the Plow to Plate logo. A new Patient Guide to Dining explains the source of local ingredients and the nutritional value of meals.

The changes have been hugely successful as evidenced by Press Ganey patient satisfaction scores skyrocketing from the 20th percentile to the 99th, but patients are not the only ones satisfied. The hospital cuisine is recognized in the community as an affordable farm-to-table dining option even attracting the Mayor for lunch. Debor jokes, "I never anticipated we'd wind up faxing our menu to Home Depot, the post office or the mayor's office" (Carlson, 2011).

The hospital has also increased its community outreach efforts to educate the public about health and nutrition with programs such as Youth Chef Advocates and Eat Smart, Play Hard, Have Fun. The program Senior Suppers provides residents 65 and older with a healthy and affordable weekday dinner option. Dinners include a salad, entrée, two sides, desert and coffee for just five dollars. After the meal, guests are invited into the hospital's living room for additional programming such as music performances and guest speakers. The program has become so popular that there is now a dedicated reservation line.

The successful implementation of the Plow to Plate program and its impact on patients, staff, and the entire New Milford community serves as a shining example of the amazing influence healthcare providers can have on such a fundamental component of our health. When asked why she chose to tackle this issue, DeBor explained, "People love food. It says something about their culture—it's a gift, it's warmth, and it's the easiest thing to fix" (Kidd, 2011).

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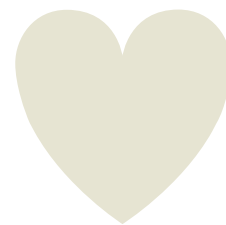
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“INTEGRATION OF HEALTH CARE AND CULINARY CARE WILL BE REALIZED ONLY WHEN THERE IS A TEACHING KITCHEN IN EVERY DOCTOR’S OFFICE AND HOSPITAL.”

--*The Culinary Institute of American & Harvard School of Public Health, Menus of Change*

## INSPIRE COMMUNITY WELLNESS

“In 1960, the total annual U.S. expenditures for food were estimated at \$74 billion. This was roughly three times as much as the total expenditures that same year of \$27 billion for healthcare. Fast forward to 2010 when Americans spent \$1.25 trillion on food and more than \$2.5 trillion on healthcare, a ratio of one to two. These sobering statistics document a 17-fold increase in food expenditures over the past half a century as compared with a 92-fold increase in healthcare expenditures over the same period of time.” (CIA & HSPH, 2013)

How might healthcare systems contribute to reversing this unsustainable trend in health-related expenditures? Instituting change can be difficult, especially in large organizations entrenched in their ways, but many hospitals are taking both small and large steps to address obesity and obesity-related diseases. Kaiser Permanente leads the way with healthy, sustainable hospital food and for their many innovative partnerships and health initiatives that reach deep into the communities they serve.

## KAISER PERMANENTE, DOWNEY, CA

- “As a health care organization, we have an obligation to provide the healthiest food possible in order to promote the total health of our members and our workforce. Problems like obesity and diabetes require us to redouble our efforts to make the healthy choice the easy, affordable and convenient choice. And health care organizations need to lead the way.” Bernard Tyson, president and chief operating officer
- About 190 tons of the fruits and vegetables (nearly 50 percent of all fresh produce purchased) served on patient menus across the organization are sustainably produced.



- Approximately 6 percent of fruits and vegetables purchased are certified organic, as compared to 3 percent overall consumption of organic in the U.S.
- Sources cage-free shelled eggs that are served within the hospital system; efforts are underway to source all liquid egg products from cage-free chickens as well.
- All milk and yogurt served with patient meals and in cafeterias and vending machines is free of rBGH, a growth hormone commonly given to cows.
- All vending machines feature at least 50 percent “healthy picks” — foods defined by dietitians and clinicians as “excellent” choices; that percentage is expected to increase to 75 percent by the end of 2012. Healthy Picks menu items are also offered in all cafeterias.
- Hosts more than 50 farmers markets at hospitals, medical centers, and administrative offices across the country. Supports many community-based farmers markets as part of the Healthy Eating and Active Living programs.
- Coffee and tea in vending machines is fair trade.
- In 2012, began piloting a Sustainable Food Scorecard used to rate potential food/service vendors during bidding.
- Consistently funds community organizations and public-private partnerships, like California’s





FreshWorks fund, that are working to create greater access to fresh, local produce in underserved communities.

- Continues to be at the forefront of the effort to source more sustainable food within the hospital system. This year, the health care organization joined together with five other hospital systems in the San Francisco Bay Area — UCSF Medical Center, San Francisco VA Medical Center, John Muir Hospitals, St. Joseph Health System in Santa Rosa, and Alta Bates Summit Medical Center — as well as representatives from area food distributing companies in an effort to better create a market for sustainable food. The initiative, termed the Regional Produce Sourcing Project, is funded through Kaiser Permanente Community Benefit and is being led by the San Francisco Bay Area chapter of Physicians for Social Responsibility and the Community Alliance with Family Farmers
- This spring, Kaiser Permanente joined forces with HBO, the Institute of Medicine, the Centers for Disease Control and Prevention, the National Institutes of Health and the Michael & Susan Dell Foundation to launch The Weight of the Nation, a comprehensive public health campaign designed to accelerate efforts to prevent and eliminate

obesity across the United States. And through Kaiser Permanente’s Community Health Initiatives for Healthy Eating and Active Living, the organization supports community-based partnerships and state and national efforts focusing on increasing access to healthy food.

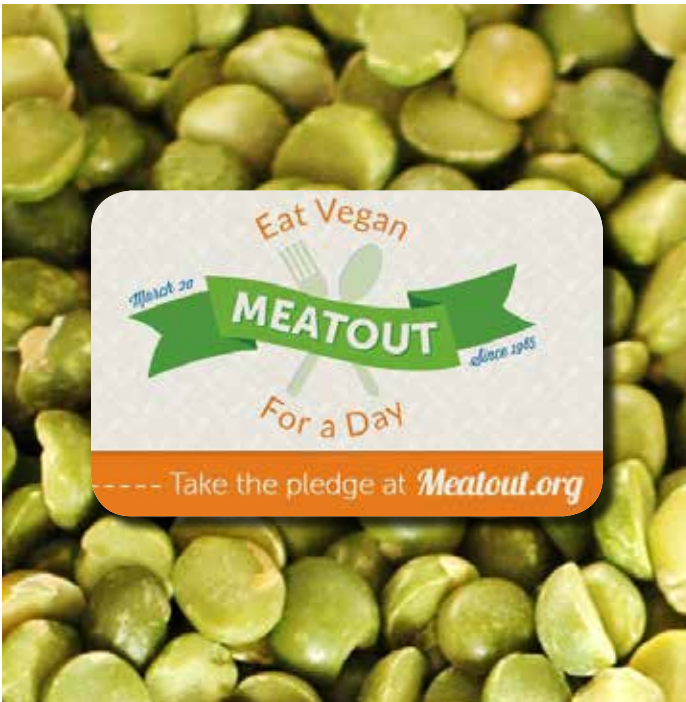
- These efforts have included co-founding PHA along with other national funders and health organizations
- Healthy Eating Active Living (HEAL) Cities Campaign – Promoting physical activity and nutrition policies in California cities

#### BAPTIST HEALTH SOUTH FLORIDA, MIAMI, FL

- Daily Wellness Advantage Meal encourages stay to eat better. Meal includes a lean protein, vegetable, whole grain and water for less than 600 calories and priced at just \$3.
- In 2010, staff and visitors bought 150,000 of these nutritionally balanced meals.

#### BETH ISRAEL DEACONESS MEDICAL CENTER, BOSTON, MA

- Food labeling program: Green = Go for this healthy option; Yellow = Eat in moderation; Red = Avoid or eat rarely as a treat.
- Green label selections arranged at eye level, red and



yellow harder to find.

- Labeling program applied to vending – healthy items at eye level, least healthful items limited to one level and positioned on bottom row
- Partnered with National Geographic to launch a sustainable seafood initiative. Now offer local seafood such as clams, tilapia, and bluefish.
- “We’re now taking fresh food right from the dock,” Mitchell Lawson, RD, MBA, assistant director of food services. (Getz, 2012).
- Local produce for salad bar
- Baked, not fried, snack options
- Meatless Mondays promote vegetarian options

**BOWDOIN STREET HEALTH CENTER,  
BOSTON, MA**

- Offers healthy food prescriptions for their clinic patients to purchase fresh fruits and vegetables from their on-site farmers market.

**BRIGHAM AND WOMEN’S HOSPITAL,  
BOSTON, MA**

- Kathy McManus, MS RD, helped bring the Your Health, Your Choice labeling program to the cafeteria in 2012.

**BRONSON METHODIST HOSPITAL,  
KALAMAZOO, MI**

- Hamburgers made with locally raised, grass-fed beef
- Entrées served with fresh locally grown veggies
- No trans fats
- Positive Choices Menu program lists nutritional information for meals

- Winter farmers’ market located adjacent to the cafeteria
- Staff participate in summer and winter community-supported agriculture (CSA) programs. Farm-fresh produce is delivered to employees at work to enhance their at-home eating options. CSA is a method for small-scale commercial farmers to have a successful, closed market by selling produce directly to consumers.
- A rooftop herb garden provides fresh herbs for seasoning on site
- 21% of the hospital’s food is purchased from local growers and producers
- “Purchasing from local growers and producers increases the quality and flavor of food items by ensuring that produce is harvested at its peak freshness and transportation time is limited. Food arrives at our kitchens and to customers within one to two days of being harvested.” - Grant Fletcher, director of food and nutrition and retail services (Getz, 2012).

**CLEVELAND CLINIC, CLEVELAND, OH**

- “We took away the can openers and gave the cooks knives,” Bill Barum, former senior director of hospitality.
- Replaced 70 percent of processed foods with ingredients that are sliced, diced, mixed and cooked on the premises
- Eliminated sugary drinks
- Whole and 2 percent milk replaced with 1 percent
- Fryers replaced with ovens



- Flavor using citrus fruits instead of salt or additives
- 18,000 employees on the central campus have registered an astonishing weight loss of 180,800 pounds in 15 months.

Dartmouth-Hitchcock Medical Center, Lebanon, NH  
Eliminated all beverages sweetened with sugar or an artificial substitute, including soda, energy drinks, teas, coffees, lemonade or punches not 100 percent juice from every cafeteria, catered event, food court franchise and vending machine

Dominican Hospital, Santa Cruz, Ca  
Buys produce from a nonprofit, community-based organic farm program as part of their commitment to investing in their local community as well as healing the sick.  
An onsite garden provides produce and flowers for the facility.

#### EXEMPLA LUTHERAN MEDICAL CENTER, DENVER, CO

- “Rethink Your Drink” campaign removed all sugar-sweetened beverages from campus.
- Café offers fruit-infused water
- HUMAN Healthy Vending

- Sodexo's Wellness & You program labels healthy food options
- Wellness Wednesdays - executive chef Michael Pilch prepares a healthful made-to-order menu choice for customers.

#### FAUQUIER HOSPITAL, WARRENTON, VA

- Produce from hospital's culinary healing garden provides vegetables for the salad bar and herbs for seasoning
- Produce purchased locally as much as possible
- Made from scratch cooking, even salad dressings
- No additives, no preservatives, no trans fats, no hydrogenated oils
- Meals are cooked to order for each patient with almost all orders placed in person, rather than by phone.

#### FLETCHER ALLEN HEALTH CARE, BURLINGTON, VT

- 419-bed, academic medical center considered a leader in providing organic, local and sustainable food options
- Reduced antibiotics in meat, seafood, and dairy
- 100 percent of beef purchases are antibiotic-free
- Over 90% of beef supplied from Vermont

- Cheaper cuts of beef made appealing to the palate
  - Marinated flank steak served with rice and salsa to create a zesty Caribbean jerk dish
- Half of poultry is organic.
- Majority of eggs are organic
- Full fish and seafood assessment tracing every product to find out where it comes from, how it's caught, and the mercury content
- Works with 70 local farmers and producers
- On site farmers' market
- Improved nutrition education efforts
- Hospital-grown fruits and vegetables from a rooftop garden used for salad bars, flatbreads, omelets, and desserts
- Salad bar has tripled in size
- All-day fruit bar with locally produced yogurt, homemade granola, and healthful nuts
- Only soda offerings come in 8-oz cans
- Affordable - Wild Alaskan salmon with a side of wheat berries for only \$5.25
- "I do think it's a fallacy to say healthier food always costs more. It takes a lot of work for it not to cost more, but it can certainly be done." - Diane Imrie, director of nutrition services (Getz, 2012).

#### GOOD SHEPHERD MEDICAL CENTER, HERMISTON, OR

- Cooking from scratch has replaced reheating
- Menu-style service for patients
- Organic vegetables and fruit
- Meats produced without antibiotics and hormones
- Emphasis on whole-grain dishes like quinoa, bulgur wheat and brown rice
- House-baked bread and house-made pancake batter
- Low-sodium salad dressings

#### JOHN MUIR HEALTH, CONTRA COSTA COUNTY, CA

- Only five of 28 entrees contain meat
- Seven vegetarian entrees
- Almost all chicken locally sourced and antibiotic-free.
- Increase in local produce sourcing
- Smaller batch cooking
- Emphasis on whole grains, and
- Sustainable meats
- No-fry Mondays
- Staff community-supported agriculture (CSA) program

#### LUCILE PACKARD CHILDREN'S HOSPITAL, PALO ALTO, CA

- "The big picture here is that we have a responsibility as a children's hospital to model a healthful

environment, and we take that responsibility seriously"  
- Karen Kemby, director of strategy and business development (Getz, 2012).

- Fryers replaced with ovens
- Old meal: chicken nuggets, French fries, fruit, Gatorade
- New meal: turkey sandwich, vegetable, fruit, nonfat milk
- Baked, not fried, snack options
- Whole grain bread instead of white
- Low fat dairy replaces whole-fat
- Variety of vegetarian options
- Greater attention to overall fat, sugar, and salt content
- Greater attention to portion sizes

#### MILES MEMORIAL HOSPITAL, DAMARISCOTTA, ME

- Implemented employee subsidies for purchasing community supported agriculture (CSA) shares, which provides regular deliveries of local produce.

#### NEMOURS CHILDREN'S HOSPITAL, ORLANDO, FL

- As part of its obesity-fighting efforts, offers a teaching kitchen, where families can learn how to prepare healthy meals.

#### OREGON HEALTH & SCIENCE UNIVERSITY, PORTLAND, OR

- Increasing purchases of antibiotic-free beef (now 40 percent), pork and poultry from local farms
- Bouillon made from the bones of grass-fed beef, which then are composted.
- Buying more sustainably produced meat has been budget neutral by swapping more expensive cuts like top sirloin with less-costly cuts like chuck roll.

#### SAINT LUKE'S HOSPITAL, DULUTH, MN

- Fair Trade coffee
- rBGH free milk
- Selection of organic fruit and vegetables
- Staff holiday event where all the food provided was local and/or organic.

#### SAN FRANCISCO GENERAL HOSPITAL, SAN FRANCISCO, CA

- Reduced the amount of meat served to patients by half over the past five years
- Breakfast now includes fresh fruit rather than bacon and sausage. Lunches are built around carbohydrates and vegetables, with meat no longer the centerpiece.

#### STANFORD HOSPITAL, STANFORD, CA

- Launched an all-organic, local, sustainable “Farm Fresh” menu option for inpatients.
- Organic menu includes your choice of made-from-scratch chicken noodle soup or that day’s local vegetable soup. Patients choose grass-fed meatballs, poached organic chicken, or smoked tofu for their soup’s protein.
- Meal also comes with a small organic salad, organic whole grain bread, a dessert of either stuffed baked apple or seasonal fruit with honey yogurt sauce, and a beverage such as organic lemonade, green tea, organic ginger ale, or Starbucks organic free-trade coffee.
- Soup recipes are available on the hospital’s Web site.
- “We believe that part of the healing process for patients involves eating food as fresh as possible, in which nutrients are preserved,” says Shelley Hebert, executive director of public affairs for the hospital. “We also want to educate patients about healthful eating and cooking when they leave the hospital.”



#### STEWARD HEALTH CARE, BOSTON, MA

- Teams up with City Fresh to deliver three heart healthy meals and two snacks daily to the homes of patients suffering from congestive heart failure.
- Locally-sourced and sustainably produced foods.

#### UNC HEALTHCARE, CHAPEL HILL, NC

- 20-page menu offers standard fare such as cereal and eggs, as well as items such as gourmet burritos, red wine-marinated London broil with au jus and chicken Penang.
- Hospital has created its own brands: Red Ginger (Chinese); Bandaleros (burritos); Carolina Chicken Co (barbecue).
- Rolls its own sushi and
- Bakes its own “lower fat” cookies and makes recipe available
- Sends new moms home with a fresh-cooked meal for the entire family
- Utilizes a sous-vide cooking system, which cooks food sealed in airtight plastic submerged in water baths at a regulated temperature. The system speeds delivery service since food is partly cooked sous-vide and finished on a grill after an order is placed.

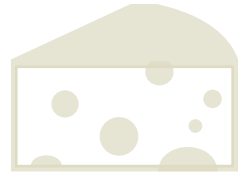
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“WE THE PEOPLE HAVE COME TO RELY ON, INDEED FEEL ENTITLED TO, GOOD FOOD EVERYWHERE.”

-- Brett Martin, correspondent for GQ Magazine

“The Culinary Trend Report, a bi-monthly publication by the food and beverage strategic innovation company, CDC Innovation, identifies themes shaping the food industry. Trends pass through five distinct phases on their path to becoming embraced by mainstream culture. After first appearing in upscale dining establishments, trends are next featured in professional retail outlets and trade magazines such as Bon Appetit. From here, they trickle down to chain restaurants such as Applebee’s and retailers like Williams Sonoma. Soon thereafter, popular publications such as Family Circle and Better Homes and Gardens pick up on the buzz, until ultimately the trend appears in quick service restaurants and on grocery store shelves (Packaged Facts 2012).

Twenty years ago, hip ingredients and savory dishes gracing the best restaurants more than likely never penetrated far beyond the city. With the advent of smart phones, however, the progression from five-star restaurant to grocery store shelf happens faster than ever before. We have immediate access to a dizzying array of cooking apps and gourmet recipes from websites such as Epicurious. We live in a culture obsessed with posting pictures of food to social media sites, blogs, and food forums. Programs such as Top Chef increase our awareness of advanced cooking techniques. No wonder the average grocery store now offers a wide selection of locally grown produce, artisanal cheeses, gourmet coffees, and authentic international foods. Most even sell freshly made sushi, even in Texas.

Gourmet food is showing up everywhere. In an article for GQ Magazine, Brett Martin drives cross-country in search of the most delicious food in the most unlikely places. He finds tasty meals at a car wash, an arcade, a ballpark, and

even a hospital! Martin concludes, “mere geography, as a determining factor in how we dress, what we watch, what we listen to, and yes, what we eat, has all but lost its sway.” Furthermore, the public is “demanding quality even if they’ve never tasted it before” (Martin, 2012)

## COLLEGE DINING TRENDS

Our pallets are expanding and becoming more worldly, a fact that is not lost on college recruiters. In a 2011 survey by food industry consultant Technomic, 44 percent of college students said that the dining hall scene factored into their decision on where to attend college (PR Newswire 2011). Examples abound of college dining programs that address this generation’s concern with sustainable agriculture and desire for a variety of options including international flavors. “It’s not just spaghetti for Italian and tacos for Mexican,” says Rachel Warner, marketing director for the National Association of College and University Food Services. “I think that the shift in dining is really driven by the consumers. They come in with higher expectations and are increasingly savvy about the world around them and the different kinds of food” (Spak, 2012). Another study by Technomic has revealed that the most important menu attributes at on- and –off campus dining locations include taste (70%), variety of options (53%), use of fresh ingredients (50%), healthy options (41%) and ability to customize (30%) (Technomic, 2013).

Wheaton College student, Bryn Sandberg boasts, “I eat better here than I eat at home” (Spak, 2012). Earning the title of Best Campus Food four times from the Princeton Review, Wheaton College’s dining services, run by the Bon Appetit management company, offers students an array of options including kosher, vegan, and gluten-free fare to name a few. Glancing at the online menu, you will find mouth watering recipes for roasted cumin cauliflower; shrimp, grapefruit, and avocado salad; sweet potato and greens macaroni and cheese; tea-infused tofu and bok choy soup; and chicken pad thai with basil. To help diners make informed choices, menu items are even color-coded to highlight vegetarian selections, meals containing sustainably harvested seafood, and meals containing ingredients featured in a monthly Food For Your Wellbeing topic.

## FOOD TRUCKS

If the dining hall menu seems unappealing, most college students need only to look to the nearest street corner for a convenient and tasty alternative. Over the past five years, food trucks have invaded major cities from coast to coast. The food truck phenomenon shows no signs of

slowing as evidenced by last year’s World’s Largest Food Truck Parade hosted near downtown Tampa, where close to 30,000 food trucks participated (Houck, 2014). Fodor’s Travel recognizes Los Angeles, Austin, New York City, Seattle, Washington, D.C., St. Louis, Portland, Minneapolis, San Francisco, and Boston as America’s Best Food Truck Cities. Notable Boston food trucks include

- The Taco Truck - Organic, authentic Mexican tacos, tortas, sopas, and ensaladas served on crispy corn tortillas. Sides include fried sweet plantains and churros with pumpkin sauce.
- The Bon Me Truck - Classic Vietnamese bánh mì with pickled carrots, daikon, house-made pork pate, and spicy mayo, piled high on a toasted baguette.
- Grilled Cheese Nation - Gourmet sandwiches with ingredients like Great Hill blue cheese, organic fig spread, and aged cheddar from Vermont.

With such inventive offerings at affordable prices, food trucks attract lunch customers who in the past frequented fast food establishments. A national survey by the market research company NPD, found that half of the customers who ate at food trucks would have visited a fast food restaurant had the truck not been there, and 20% would have not eaten at all. Respondents expressed a desire for fresher, more “interesting” food, and convenience as factoring in to their decisions (NPD Group, 2013).

## AIRPORT DINING TRENDS

Airports are inviting food trucks on to their properties in an attempt to feature local cuisine and spice up the overall food experience, which in the past, most passengers have found uninspiring. Furthermore, airports are changing perceptions about food by upgrading fast food joints with high-profile dining and snack outlets. For example last year, Hartsfield-Jackson Atlanta International, the world’s busiest passenger airport, opened a P.F. Chang’s as well as a food court that included local brands such as the gourmet bakery Piece of Cake. According to Ellery Plowman, owner of the airport concessions consulting firm Elleco, “Air travelers are also becoming more sophisticated and savvy consumers. They are demanding choices: They want the standard hamburger from McDonald’s, Wendy’s or Burger King when they have the family; they want a hip gourmet build-your-own hamburger when they have a meeting; and they want a slider in an elegant oasis when they are alone” (Baskas, 2013).

## Hospital Dining Trends

Hospitals have also recognized the importance of selecting food vendors that elevate the overall experience to



meet rising expectations of patients and visitors. At the same time, many hospitals are looking for establishments that support healthy food initiatives. Northwestern Memorial Hospital in downtown Chicago carefully sought out a variety of delicious and healthy brands for its new 70,000-square-foot dining space completed last year. One such company is the Chicago-based, fast casual restaurant Protein Bar. The popular chain helps people eat healthier while on the go. For example, the menu offers a twist on the traditional burrito, called a Bar-rito, with quinoa standing in for rice and a wheat wrap instead of a flour tortilla, resulting in a reduction of calories about half that of most burritos. Another addition to the healthy dining scene is GRK Greek Kitchen attracting customers looking for freshly-made, Mediterranean-inspired wraps, plates and salads, customizable with rotisserie chicken, sausage and falafel. LYFE Kitchen which stands for Love Your Food Everyday, also plans to open a restaurant. The food at LYFE Kitchen provides a solution to the common question, “why is it so hard to find great tasting, good for you food?” The company operates on three principles: create food that tastes great, because if it doesn't why bother? Next make sure it is nutritious and supports a healthy lifestyle, and finally make it affordable. Everything on the menu is 600 calories or less including signature dishes such as edamame hummus, corn chowder, and kale Caesar salad.

Unable to commit to just one restaurant, maybe in fear that it too will quickly become stale? Consider partnering with the “virtual cafeteria” known as Fooda. Fooda partners with local restaurants to bring “all the variety your city has to offer” right to your place of work in the form of a pop-up restaurant. Fooda ensures that food is sold at or below retail and even works with high-end restaurants to create affordable lunchtime options. The company earns revenue largely by charging restaurants a fee of \$100 to \$300 to serve food and participating restaurants appreciate the increased exposure and boost in revenue during an often-slow hour (Zax, 2013). Fooda is currently available in Chicago and New York and plans to be in 10 markets nationwide by the end of 2014 (Sweeney, 2013).

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"...CHEFS NOW ARE RESPONSIBLE FOR EVERYDAY MEALS, NOT JUST CELEBRATIONS. INDULGENCE IS STILL PART OF THEIR CREATIVE PROCESS, BUT THEY MUST NOW ALSO THINK ABOUT THE HEALTH AND WELL-BEING OF THEIR CUSTOMERS AND HELP THEM FOLLOW THEIR ASPIRATIONS FOR A MORE BALANCED DIET, RICH IN NUTRITIOUS FOODS THAT ARE SOURCED CONSCIOUSLY."

-- Dr. Tim Ryan, President, The Culinary Institute of America

## AGENTS OF CHANGE

In 1963, the perception that French cooking had no place in American homes began to shift radically. Women across the country were tuning in to watch, *The French Chef*, featuring the delightfully entertaining Julia Child. One of the first cooking shows on American television, *The French Chef* ran nationally for ten years. Julia Child became our country's first celebrity chef setting in motion a trend that today allows for an ever-increasing array of culinary personalities to emerge and connect directly with millions of people through television, cookbooks, and restaurants (Shapiro, 2005).

Whereas in the past, patrons may have cared very little about the people preparing their food, today chefs have emerged from the kitchen and into the spotlight. Wolfgang Puck, Anthony Bourdain, and Bobby Flay have become household names.

According to the renowned food and wine expert Colman Andrews, well-respected restaurants today are more chef-driven rather than the owner-driven restaurants of years past (Galarza, 2014).

The influence of chefs on consumer attitudes continues to grow especially as more people turn to them not just at times of celebration but also for everyday meals. Dr. Tim Ryan, President of The Culinary Institute of America explains,



Fifty years ago, most people ate at home and restaurants were largely about special occasions; our industry was much smaller and our challenge was to delight our customers with memorable food and hospitality...As the section has grown to \$660 billion in revenues and consumers have increasingly turned to chefs to do the cooking, the impacts of away-from-home food choices have also grown. The fact of the matter is that chefs now are responsible for everyday meals, not just celebrations. Indulgence is still part of their creative process, but they must now also think about the health and well-being of their customers and help them follow their aspirations for a more balanced diet, rich in nutritious foods that are sourced consciously. This includes customers buying prepared foods at the supermarket, on-the-go lunches near work, or family meals at their favorite restaurant (CIA & HSPH, 2013).

Bottom line: consumers expect a lot from chefs today. Taste alone is no longer good enough; meals must also demonstrate a commitment to sustainable and healthy food practices. Just look at the public's outcry in 2012 upon learning that the Queen of Southern Cuisine, Paula Deen, had been hiding for years a diagnosis of diabetes while continuing to promote high fat and high



sugar recipes. But for even the most progressive chefs, delving deeper into these topics often leads to confusion and indecisiveness due to the sheer number of studies across a variety of disciplines and the conflicting claims that emerge. In an attempt to provide clarity, The Culinary Institute of America and Harvard School of Public Health—Department of Nutrition has developed the initiative Menus of Change as a means of arming foodservice and culinary professionals with clear, accurate information to encourage a decision-making process aligned with people, the planet, and profits.

Chef Jim McGrody of Rex Healthcare

Unsurprisingly, chefs are increasingly becoming agents of change, assuming leadership roles in this food revolution. For example, chef Jim McGrody has made it his personal quest to change the way hospital food is prepared and served. McGrody is the Director of Culinary and Nutrition Services for Rex Healthcare in Raleigh, N.C. and author of *What We Feed Our Patients: The Journey, the Struggle, the Culture and How One Unrelenting Chef is Changing the Way Patients in Hospitals Are Fed*. He is a graduate of the Culinary Institute of America, and began his career first as a chef in the army and later at various universities, until ultimately finding his place in healthcare.

In his book, McGrody describes a pivotal experience while working at his first hospital in Washington, D.C. It was only his fourth day on the job, and he encountered a woman with a special request. She wanted to enjoy a delicious meal of fresh fish and rack of lamb with her husband who has hospitalized, to honor their 45th wedding anniversary. Despite being well aware that the kitchen would not have the necessary ingredients, McGrody agrees and sets off on a shopping excursion to the Maine Avenue Fish Market on the Potomac, a Farmers' Market in the Foggy Bottom neighborhood, and the gourmet store Dean and DeLuca. He furthermore goes out of his way to coordinate with the patient's physician and charge nurse for permission to go outside the patient's prescribed diet for a special meal. Weeks later, the woman tracks him down to thank him for creating such a memorable meal. Her husband had since passed and that meal had been a source of joy. Despite cooking for many years, McGrody had never experienced the feelings he felt that day. He writes, "I had made a difference in someone's life. What a feeling that was—and it still is. I have been cooking for patients ever since that day... This is by far the most rewarding job I have ever had" (McGrody, 2011).

Fueled by this amazing experience, McGrody quickly

becomes critical of healthcare's unhealthy approach to food and underutilization of his skills as a trained culinary professional. "Cooks in our hospitals know how to make veal stock. They know how to make pan gravy using the fond," McGrody writes. "The days of canned peas and three-compartment plates...are over" (McGrody, 2011). He sets off on a mission to abolish the notion that hospital food is bad.

Today, McGrody is making that dream a reality at Rex Hospital in Raleigh cooking for its 433 beds. Patients choose healthy, gourmet cuisine made from the freshest ingredients such as pecan-crustéd sautéed chicken topped with maple-butter pan sauce and lime-and-ginger-glazed salmon. They order from hotel-style room service menus and even enjoy an afternoon tea service.

Understanding that each disease has a different set of dietary concerns such as the dulled taste buds of chemotherapy patients to the low potassium diets necessary for renal patients, McGrody devises creative and tasty alternatives. Patients unable to swallow traditional food are treated to dignified fare such as fresh peas pureed and molded into actual pea shapes, or blueberry panna cotta made from low-fat yogurt. For his gastric bypass patients who require a very low-fat, low-sugar, high protein diet, he devised a summer outdoor menu that included cedar-plank-grilled salmon. He explains, "You have to show them that they can get flavor without the fat using citrus juices or roasted garlic" (Fallik, 2012).

Rex chefs continue to educate patients that healthy food does not necessarily translate to tasteless food. To prove it, they are in the process of removing all fried foods from the menu, one of the first southeast hospitals to do so. Fresh herbs grow outside the cafeteria allowing chefs to flavor food in ways other than turning to the saltshaker.

Such shifts require a really talented team of chefs. After recognizing a lack of basic skills amongst his staff, McGrody began devising ways to provide instruction that ultimately resulted in the successful in-house training program Black Hat Chefs. This four-tiered program incentivizes cooks by allowing them to earn rank, bonuses and even promotions upon successful completion of each level. The Level Two requirement that chefs must plan, cost, prepare, and even sell a meal for the cafeteria has become a huge source of fun not only for the chefs but also for the entire hospital staff. In an article for *Foodservice Director*, Angelo Mojica director of food and nutrition at UNC explains, "It's incredible what has happened. These guys really compete to try to sell their meals. I think the record is 89 meals.

They've become so competitive that we send an email blast to about 3,000 people to let them know that a Black Hat meal is coming. We cap the meal at \$6, and there is a discount for employees, so for maybe \$4.80 you may get a specialty bread, a farro risotto, a grilled salmon with a homemade sauce and vegetables" (King, 2011).

Black Hat Chefs Ryan Conklin and Tyran Lawson recently received top honors in the national Culinary Challenge sponsored by the Association for Healthcare Foodservice. Modeled after the popular cooking show, *Iron Chef*, participants have 75 minutes to prepare, cook and present an entrée and sides. The dishes must adhere to stated nutritional guidelines and cost less than \$7 to produce. Conklin and Lawson beat out the competition with their Cuban-themed dish: Chicken "Ropa Vieja" with Heirloom Black Barley, Mango Jicama Salad and Plantain Mojo Sauce. "In the world of hospital cuisine, this is a really big deal," Conklin said. "Our work was validated on a grand stage by world-renowned chefs. The judges said we won hands down with food that you'd expect to see in a trendy restaurant" (Wolf, 2012).

The community has embraced the food service changes wholeheartedly with some even referring to the hospital as the "Rex Carlton." During McGrody's tenure the hospital has watched patient satisfaction scores jump from 28% to 94%. The improvements do not necessarily imply increased costs. In fact, over the past three years, McGrody's program has provided a net gain of \$1.9 million, reflecting both a savings over the industrial-catering company that previously handled food service and an increase in revenue from patients who choose Rex over other hospitals (Martin, 2012).

"I want to institute a change across the country... bad food should not be served in hospitals. Period." Jim McGrody (Young, 2011)

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