

LOCAL FOODS TO LOCAL HOSPITALS

The *Local Foods to Local Hospitals* project engaged food service professionals at Maryland's hospitals in purchasing locally produced foods. The first two project periods focused on engaging hospitals in purchasing local vegetables and fruit. In this third period of the project, the focus was on purchasing local sustainably produced meat and poultry. The project also supported the development of the Chesapeake Food Leadership Council to bring food service professionals together from hospitals, universities, schools and the hospitality sector to share and learn strategies and best practices for purchasing local sustainable foods at institutions and to insure the continuity of this initiative after the grant period was over. Resources were also developed during the project to share cost-saving strategies and best practices and to provide guidance on purchasing local sustainable meat and poultry at hospitals and other institutions.

As a result of this third period of the project, 9 hospitals in Maryland and the District of Columbia launched new purchasing initiatives of local sustainable meat and/or poultry. This brings the total to 11 health care facilities in Maryland and the District of Columbia buying meat and/or poultry from 11 local sustainable farmers in the Mid-Atlantic region, either directly from the farmers or through their distributors. Five of these health care facilities are part of a health system where the food service management company is purchasing directly from a local meat producer, which was previously unprecedented in the region and in the country. An additional 8 institutions – 4 hospitals, 2 nursing homes and 2 hotels - purchased local sustainable meat and/or poultry for a finite period of time (months or over a year) or for a short term pilot purchase. Farmers sales increased as a result of these purchasing initiatives by institutions. The Chesapeake Food Leadership Council has grown and continues to bring food service professionals from health care and other institutions together to learn and strategize on purchasing initiatives for local sustainable foods. Resources developed by the project include a Guide to Local Sustainable Meat and Poultry Purchasing for Hospitals and Other Institutions, Cost-Saving and Revenue-Generating Strategies for Purchasing Local Sustainable Meat and/or Poultry, a Farm to Hospital Factsheet - for farmers, Templates of Sustainability Language for RFPs and Contracts, and a Preliminary Report on Existing Models and Pilot Programs at Healthcare Institutions.

The project used a multifaceted approach that included outreach, educational and networking events, technical assistance, statewide and national campaigns, resources and tools, and recognition and promotion of the successes. Funding dedicated to personnel and the costs of hosting events provided the resources to catalyze this change. This model can be replicated in other regions to engage institutions in local sustainable food purchasing or for other types of initiatives that seek to catalyze change in standard practices in health care, other industry sectors, agriculture, and local sustainable food systems.

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**Federal-State Marketing Improvement Program Grant
USDA Agricultural Marketing Service**

Final Report

Local Foods to Local Hospitals

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THE ISSUE

History of the Project

Since 2007, hospitals in Maryland have made significant progress in purchasing local and sustainably produced foods, thanks to the funding of two grants from the USDA Federal State Marketing Improvement Program (FSMIP) and other Baltimore foundations of the *Local Foods to Local Hospitals* project. This food purchasing initiative is a program of Maryland Hospitals for a Healthy Environment and is part of the national Healthy Food in Health Care Program of Health Care Without Harm. As a result, a community of hospital food service directors, chefs, and purchasing and retail managers have been both educated about the benefits of buying and promoting locally and sustainably produced foods, and have been introduced to the surrounding community of local and sustainable farmers. Many of these food service professionals are also part of the hospital Green Teams, now at more than 50 Maryland hospitals, who are implementing environmentally sustainable initiatives at their hospitals, including local and sustainable food purchasing. As a result of these efforts, several important shifts have occurred in purchasing behavior, including the integration of local foods into hospital cafeteria and patient meals at more than 40 hospitals in Maryland, and the increase of direct farmer-to-consumer sales through on-site farmers markets, produce stands, local food grocer's sections, and community supported agriculture (CSA) programs.

Expanding from Local Produce to Local Meat and Poultry Purchasing

These purchases have primarily consisted of vegetables and fruit from local farmers since they are the easiest to purchase. This is due to several factors – first, hospitals' existing distributors have often sold foods from local farmers but they were not previously identified and promoted as local until recently. It is also relatively easy for regional distributors to increase their supply of local foods due to their ever-expanding network of local farmers. Vegetables and fruit are also typically purchased without previously negotiated contracts or agreements, so the process of changing suppliers is not complex. And finally, since vegetable and fruit production does not require the same type of oversight required for the processing of meat and other protein foods, it is relatively easy for hospitals to purchase vegetables and fruit directly from local farmers.

Since these purchases of local produce were well underway by 2009, and since the volume of local proteins that hospitals purchased was very small, especially when compared to their total protein purchases, a proposal was developed to expand the *Local Foods to Local Hospitals* project by facilitating local sustainable protein food purchasing. The proposal was approved and funded by USDA FSMIP in 2010 as a new phase of this initiative. While the initial goals of the grant proposal were to facilitate institutional purchases of local sustainable meat, poultry, dairy, seafood and eggs, the grant period began with an emphasis on meat and poultry. This continued to be the primary focus throughout the grant period due to the time needed to address the complexity of perceived and real barriers towards shifting institutional purchases towards local sustainable meat and poultry.

Incorporating Sustainably Produced Foods into Local Food Purchasing

Hospitals and other industry sectors have become increasingly aware that how we produce food has an impact on human health and the environment. As a result, they have more reasons to

consider switching to foods that are not only locally produced but have also been produced using sustainable agricultural practices. Hospitals can mitigate climate change and its impacts on human health and mortality by reducing their purchases of conventionally produced meat, thus reducing the greenhouse gas emissions associated with confined feedlot livestock production of meat products. They can then use their cost-savings from these reduced meat purchases to switch the remaining meat on their menus to sustainably produced meat, further reducing their greenhouse gas footprint. Large-volume purchasing institutions can also address specific health-related factors such as the growing challenge of antibiotic-resistant infections in human medicine by switching to local protein products that have been raised without the routine use of antibiotics. They can purchase poultry and pork raised without arsenic additives and switch to grass-fed meat and pastured poultry to reduce the environmental pollution affecting our water, air, soil and resulting health impacts on animals and humans. Finally, with the improved nutritional profile of grass-based protein products, hospitals can serve healthier foods while protecting public health and the environment.

An Opportunity for Hospitals and Other Institutions

With the success of this initiative from 2007 to 2009, and with the value that hospitals received when learning from their peers, MD H2E invited hospital food service professionals to meet as a group to share best practices and lessons learned in local and sustainable food purchasing. A focus was placed on local sustainable meat and poultry purchasing due to the barriers that were being experienced by hospitals with initial attempts at these purchases. Requests to participate from food service professionals in other industry sectors were received and as a result, a multi-sector Food Leadership Council was formed in December 2009. This Council created an opportunity to leverage the work being done in health care to move local and sustainable food purchasing forward in other large-volume food purchasing sectors including the hospitality, entertainment, university and school sectors. The combined purchasing power of these industry sectors provided an even greater incentive for distributors and local farmers to engage with food service professionals from institutions towards including more local and sustainable foods, especially meat and poultry, in their purchasing options.

An Opportunity for Local Farmers & the Local Community

Local farmers, including meat and poultry producers, are becoming increasingly aware of the viability of the institutional market, but they realize there are challenges that need to be addressed in order to provide reliable quantities of food on regular schedules that are packaged and distributed in appropriate ways for institutional kitchens to use. Meat and poultry producers, in particular, also see the potential for institutions to utilize the less-expensive, yet often higher volume, cuts of meats that are not utilized by the “white table cloth” restaurants and are often left filling producers’ freezers, cutting into their profit margins and even putting the financial viability of their businesses at risk. This opportunity for local meat and poultry producers to connect with and sell their products to large institutions provides a solution to their challenges of keeping their businesses viable. It also improves the local economy by keeping more of the dollars spent in the local community, both by institutions, and by the meat and poultry producers’ purchases of other products needed to maintain their operations. Finally, it improves food security and the health and well-being of the community in the region by preserving land use for local and sustainable food production.

Addressing the Challenges

Likewise, institutional food service directors and food purchasing staff realize that if they get their meat directly from a local farmer, there are a variety of issues that need to be addressed. First, it is important for them to understand and request verification of the regulations that meat and poultry producers are required to comply with to assure that all food safety issues are being addressed completely and comprehensively. Institutions also need to gradually transition towards local sustainable meat and poultry purchases in order to honor their existing contracts with their suppliers, distributors and group purchasing organizations. Adopting cost-saving strategies to address the price differential between local, sustainable meats and conventionally produced meats is another important factor that food service directors must address. Finally, kitchen staff may need to receive additional training in order to safely handle, process and prepare raw and/or larger sections of meat and poultry products.

This third phase of the *Local Foods to Local Hospitals* project was implemented to educate institutions and other large volume purchasers about the benefits of purchasing local, sustainable meat and poultry and facilitate purchasing initiatives by addressing the challenges faced by both the purchasers and producers in bringing local sustainable meat and poultry to the institutional setting.

THE PROJECT

Project Objectives and Work Plan Activities

Objective #1 - Build and support the Food Leadership Council (FLC) in becoming a formal working group to address long-range purchasing practices and policies of local sustainable protein (LSP) foods by health care and other institutions in Maryland & DC.

- Establish mission statement and structure
- Invite additional institutional food purchasers to participate
- Hold producer & processor stakeholder meetings
- Engage distributors, group purchasing organizations (GPOs) & contractors

Objective #2 - Research, publish report and disseminate information on isolated best practices of LSP food procurement in health care and other institutional settings. Educate food service professionals on how to address challenges and implement strategies for successful LSP food purchasing.

- Research, publish report and disseminate information on unique best practices in US for LSP food purchasing by institutions
- Host Educational Roundtable for food service professionals from hospitals and other institutions, farmers, distributors and other stakeholders

Objective #3 - Promote incremental, cost-effective strategies for more LSP food purchases by Maryland & DC health care facilities, other institutions and their employees, students and other patrons.

- Engage institutions in implementing cost-effective strategies for LSP food purchasing
- Purchasers attend Maryland Dept. of Agriculture (MDA) Buyer-Grower Meeting
- Engage institutional food purchasers in participating in week-long Buy Local Challenge
- Engage employees of institutions to participate in Buy Local Challenge
- Host Chefs and Cooks Training
- Increase retail sales opportunities at hospitals for small LSP farmers

Objective #4 - Facilitate communication between all stakeholders. Share success stories regionally and nationally.

- Create a listserv for the Food Leadership Council
- Publish the health care industry Sustainable Food Newsletter and disseminate regionally and nationally
- Work with hospital marketing departments & Maryland Hospital Association (MHA) to establish regular columns in MHA & institutional newsletters/e-communications about healthy food initiatives
- Hospital personnel, producers and MD H2E will make presentations at health care conferences and producer conferences and field days
- Create opportunities for health care purchasers to visit farms and processing facilities, to better understand the production methods and benefits of local products
- Maintain and distribute an updated database of buyers and producers to facilitate sales and communication

Objective #5 - Develop and publish an online Guide to Local Sustainable Meat Purchasing for Health Care Institutions.

- Develop and publish an online Guide to Local, Sustainable Meat & Poultry Purchasing for Hospitals and Other Institutions. This guide will identify the steps to purchasing local sustainable meat and poultry including where to find it, how to purchase it either through existing distributors and contracts or directly from local farmers, how to address food safety concerns especially with direct farm purchases, the definition of sustainable meat, and successful, cost-saving and revenue-generating strategies that can be implemented to address the higher cost of sustainable meat.

Objective #6 - Track institutional & producer commerce for local food purchasing as an indicator of sustaining these initiatives.

- Develop and distribute baseline and year-end tracking surveys for purchasers, producers & distributors to measure aggregate purchasing of LSP, including pounds of meat purchased and dollars spent.

Related Regional & National Initiatives that Occurred Prior to the Grant Period

In addition to the 2 previous grant periods when local food purchasing initiatives were implemented (as listed above), several other developments occurred regionally and nationally prior to the grant period that supported the launch of this meat and poultry purchasing initiative by hospitals and other institutions:

- 20 hospitals in Maryland and 1 in the District of Columbia signed the [Healthy Food in Health Care Pledge](#) by Health Care Without Harm to purchase more local and sustainably produced foods and implement environmentally sustainable initiatives in their food service departments.
- 1 food service management company, Morrison Management Specialists, signed the [Healthy Food in Health Care Food Service Contractor Pledge](#).
- The national [Balanced Menus](#) initiative was launched in Fall 2009 by the Healthy Food in Health Care Program of Health Care Without Harm to engage hospitals in reducing their meat and poultry purchases by 20% and then utilizing the cost-savings to purchase local sustainable meat and poultry. This initiative provided a financially viable strategy for hospitals and other institutions to purchase local sustainable meat and poultry.
- By the start of the grant period, 10 hospitals in Maryland and the District of Columbia had signed on to implement the *Balanced Menus* initiative and 2 hospitals had started to purchase local sustainable meat or poultry.
- A report published by the Johns Hopkins School of Public Health and Health Care Without Harm entitled [Balanced Menus: A Pilot Evaluation of Implementation in Four San Francisco Bay Area Hospitals](#) demonstrated the successful implementation of the first of two phases of the *Balanced Menus* initiative at four California hospitals. This first phase involved the hospitals reducing their meat purchases, costs and greenhouse gas emissions, exceeding their initial goal of a 20% reduction in meat and poultry purchasing.
- The Food Leadership Council of Maryland & DC (FLC) hosted the [“Balance Meets Taste” Dinner Fundraiser](#) on March 4, 2010 at the Pier 5 Hotel in Baltimore’s Inner Harbor.
 - Chefs from Maryland hospitals, the Pier 5 Hotel, and the Maryland Science Center prepared a 4 course *Balanced Menus* local sustainable meal with local and sustainable wine pairing.
 - Close to 100 people attended and 9 hospitals were recognized for their leadership in taking the *Balanced Menus* initiative to reduce their meat purchasing and begin the switch to purchasing local sustainable meat and poultry for their cafeteria and patient menus.
 - [The Washington Post attended the event and published a story](#) on the national *Balanced Menus* initiative to reduce meat purchasing and switch to local sustainable meat and poultry purchasing.
 - Over \$2000 was raised and donated to [Future Harvest-Chesapeake Alliance for Sustainable Agriculture](#) to help fund the printing of their updated [Amazing Grazing Directory](#) of local sustainable producers of meat, poultry, dairy and eggs.
 - Note: The FLC changed its name in 2012 to the Chesapeake Food Leadership Council (CFLC).
- The Maryland Department of Agriculture created [a training and certification program for small scale poultry and rabbit producers](#) to process and sell their products off the farm to

retailers, institutions and consumers; this also allowed certified organic poultry to become available from small scale poultry producers.

- The Maryland Department of Agriculture and the Maryland Department of Health and Mental Hygiene updated their resource entitled “[Processing and Selling Value Added Food Products in Maryland](#)” which clarified the rules and regulations required for farmers to sell their meat, poultry and other foods off the farm. This was done during the first 6 months of the grant period.
- The Agriculture Marketing Program of the University of Maryland Extension launched the [Maryland Niche Meats and Poultry Directory and Working Group](#) to connect producers to buyers for farm-raised meats from Maryland producers and to support meat producers with best practices, tools and resources to increase their product sales.
- Future Harvest-Chesapeake Alliance for Sustainable Agriculture (CASA) published the updated [Amazing Grazing Directory](#) of local farmers raising food animals outside on pasture.
- Future Harvest also formed the [Maryland Grazers Network](#) of grass-based farmers.

Grant Period

September 1, 2010 through June 30, 2013.

Approach

The project used a multifaceted approach that was utilized successfully in the previous two grant periods, which included outreach, educational and networking events, technical assistance, statewide and national campaigns, resources and tools, recognition, and promotion of the successes. These strategies are explained in the “Activities” section below.

Definition of Local and Sustainable Foods

Maryland Hospitals for a Healthy Environment (MD H2E) and the Chesapeake Food Leadership Council (CFLC) adopted the definition of local food from the national Healthy Food in Health Care Program of Health Care Without Harm:

Local food is defined as food that is grown or produced, processed, packaged and distributed within a 250-mile radius of the purchasing institution (or individual). This includes but is not limited to vegetables, fruit, dairy products, seafood, meat, poultry, grains, legumes, etc. Processed foods, especially those with multiple ingredients including breads and other bakery items, jams, [sausage], etc., can be defined as local if the majority of ingredients (>50% by weight) are grown or produced, processed, packaged and distributed within a 250-mile radius (see **Appendix C** for more details).

MD H2E and the CFLC are striving to adopt the [definitions of sustainable foods from the national Healthy Food in Health Care Program](#) of Health Care Without Harm which sets a minimum standard of third party certification and/or USDA- or FDA-approved label claims in order to identify a food item as sustainable (see **Appendix C**). These standards were difficult to adopt during this project because all of the small-scale local meat and poultry producers that we worked with did not have third party certification or a USDA/FDA approved label claim. Only the mid- to large-sized local sustainable farmers had third party certification to verify their

sustainable agricultural practices. As a result, MD H2E and the CFLC selected minimum standards of sustainable agricultural practices.

Minimum Standards for Sustainable Agricultural Practices by Local Meat and Poultry Producers:

1. No routine use of antibiotics
2. No arsenic additives
3. No added growth hormones

Ideal standards for sustainable agricultural practices also included:

1. Raising animals outside on pasture
2. Non-genetically modified animal feed

Communication between the farmers, the institutions and the project coordinator combined with the farmer publicly acknowledging their sustainable practices via their website and/or promotional materials were the primary methods used for identifying the farmers' agricultural practices during this project. Farmers and institutions were also informed of the third party certifications and approved label claims that are available and were encouraged to apply for one of them. MD H2E and the CFLC continue to work with and provide support to farmers in achieving at least one form of verification or approved label claim. This will support consistent, meaningful and reliable reporting of the institutions' purchases of sustainable foods.

COLLABORATORS

Maryland Department of Agriculture – hosted the annual Buyer-Grower Meeting to facilitate communication and commerce between farmers and a variety of buyers including hospitals and other institutions; developed a printed and online version of their Buyer-Grower Directory which included lists of products sought by buyers and available from farmers, it also identified which farmers were seeking institutional buyers; included hospital food service professionals on their email list for event announcements; invited institutions to participate in the Governor's Annual Buy Local Cookout Recipe Contest and invited hospital farmers market coordinators to attend the annual cookout.

Future Harvest-Chesapeake Alliance for Sustainable Agriculture (CASA) – hosted speakers from MD H2E and hospital food service professionals from the Food Leadership Council in presenting at their annual conferences on best practices and lessons learned in local sustainable food purchasing; hosted their entire 2011 conference on Farm-to-Institution theme; promoted the conference on Local Sustainable Meat and Poultry Purchasing for Institutions; included MD H2E as an exhibitor at their annual conferences and exhibited at MD H2E's annual conferences as a mutual exchange; provided ongoing supply of Amazing Grazing directories of grass-based farmers at MD H2E's conferences, training, and meetings.

University of Maryland Extension – Agriculture Marketing Program – provided expertise from the farmers' perspective to identify and communicate the following: the needs of meat and

poultry producers in selling to institutions; survey questions to institutions to identify specific meat products, cuts and volumes used; strategies institutions could use to address budget constraints including identification of the most economical cuts of meat and other cost-saving purchasing, culinary and marketing strategies; created the "[Farm to Hospital Factsheet](#)" for meat and poultry producers to understand the needs of hospitals when promoting and negotiating sales of their products; communicated developments of the project and promoted conferences to the Maryland Niche Meat and Poultry Producers Working Group.

Southern Maryland Agricultural Development Commission (SMADC) - partnered with MD H2E in promoting their Buy Local Challenge campaign to institutions by: creating the online registration page for hospitals, other institutions and their employees and community members; tracking and reporting registration updates to MD H2E; hosting a Buy Local competition; and providing the Facebook page where participants, including hospitals, could post their stories and pictures; partnered in hosting a meeting in Southern Maryland and in identifying producers from the Southern Maryland Meats initiative to meet with hospitals to explore purchasing opportunities.

The Healthy Food in Health Care Program of Health Care Without Harm (HCWH) – provided tools, resources, webinars, campaigns, and technical assistance to facilitate national hospital procurement initiatives for local sustainable foods including meat and poultry; engaged hospitals in requesting local sustainable poultry from national group purchasing organization (GPO) Premier resulting in successful contract and availability of product to hospital GPO members through national distributor; created the national survey and awards program to retrieve information and data on local sustainable food purchasing initiatives and to recognize hospitals for their successes; published the 2011 and 2013 Menu of Change reports to promote the hospitals' successes, which included food service leaders from Maryland's hospitals.

Maryland Hospital Association (MHA) – sent email invitations to Maryland hospitals' marketing departments on behalf of MD H2E to encourage them to promote their hospitals' local sustainable foods by customizing MD H2E's Buy Local Marketing Tools to create posters, point of sale flyers and patient tray bookmarks for use by the food service professionals; included educational article on the benefits of local sustainable meat and poultry and stories about hospitals' achievements in local sustainable food purchasing in the MHA newsletters to hospital CEOs in Maryland.

Maryland Dietetic Association, Maryland Dietary Managers Association, American Culinary Federation – Baltimore Area Chapters – disseminated conference and meeting invitations and stories of hospital food service successes to their members through their newsletters and email listservs.

University of Maryland School of Nursing and School of Medicine – provided significant support throughout this project by supplying the office space, computer, phone, supplies, IT support, and media and communications support.

ACTIVITIES

Outreach

Outreach to food service professionals from hospitals and other institutions and to local meat and poultry producers was made through existing relationships established by the work of MD H2E and the CFLC and through our partners on this project (listed above). Additional outreach to farmers was done through communication with Future Harvest - Chesapeake Alliance for Sustainable Agriculture, the Maryland Department of Agriculture and the Maryland Niche Meats and Poultry Producers Network.

Survey

Food service professionals at hospitals and other institutions were surveyed for information on the types, cuts and volumes of meat and poultry that they purchased regularly in order to begin to communicate these needs of institutions to local sustainable farmers. This survey was facilitated through the Chesapeake Food Leadership Council by the Agriculture Marketing Program of University of Maryland Extension program.

Educational Conferences, Trainings and Meetings

Hosted Conferences, Trainings and Meetings

- Local Sustainable Meat and Poultry: Making the Shift in Institutional Purchasing Conference – May 5, 2011 – [Conference program and presentations](#).
- Chefs and Cooks Training – for Health Care and Other Institutions – Oct 14, 2011 – [Training program](#).
- Environmental Excellence in Health Care Conferences – November 2010, 2011 & 2012 - included presentations on local sustainable meat purchasing - [2012 Conference](#).
- Chesapeake Food Leadership Council (CFLC) Meetings/Conference Calls – monthly, then changed to quarterly meetings – [CFLC website](#) and [CLFC web page on MD H2E website](#).
- Southern Maryland Meats Meeting – March 27, 2012.

The details and outcomes of these conferences, trainings and meetings are listed in **Appendix A**.

Engaged Hospital Participation in Partners' Networking Meetings & Special Events

- Engaged hospital food service professionals in attending and in listing their hospital in the printed and online directory of the Maryland Department of Agriculture's Annual Buyer-Grower Meeting in January 2011, 2012 and 2013 to facilitate farmer/hospital networking and communication to explore potential food purchasing initiatives. Hospital food service professionals met local sustainable meat and poultry producers at these meetings and as a result, launched purchasing initiatives that continue to expand today.
- Engaged attendance at Maryland Governor Martin O'Malley's Annual Buy Local Cookout, organized and hosted by the Maryland Department of Agriculture. For recognition given to leading hospital and nursing home at this event, see **Appendix E**.

- Promoted select farm field days and the annual conference of Future Harvest – Chesapeake Alliance for Sustainable Agriculture (CASA) to hospitals via our MD H2E listserv and our CFLC email list.

Engaged Food Service Professionals and Farmers in Giving Educational Presentations

- Hospital food service directors, chefs, dietitians and MD H2E’s Sustainable Foods Program Manager presented at MD H2E’s Food Leadership Council and Health Care Sustainability Leadership Council meetings, regional and national conferences and trainings, and on webinars about hospitals’ best practices and lessons learned when purchasing and utilizing local sustainable meat and poultry. See details in **Appendix E**.
- Farmers presented at a CFLC meeting on the benefits of sustainable meat and poultry and the cost-saving strategies hospitals can utilize to balance their budgets.

Webinars

MD H2E promoted webinars hosted by the Healthy Food in Health Care Program of Health Care Without Harm and the Healthier Hospitals Initiative. These free webinars are archived for future learning. The webinars which provided education and best practices on local sustainable meat and poultry purchasing are listed in **Appendix B**.

Campaigns

Campaigns served as an effective way to engage participation among hospitals in short-term or one-time pilot purchases of food including local sustainable meat and poultry. This worked well as an initial step towards ongoing purchases of local sustainable meat and poultry since it allowed hospitals to test the logistics of purchasing, preparing and budgeting for the products, and test customer satisfaction and sales. When purchasing products directly from a local farmer, short term campaigns also provided hospitals and farmers with an opportunity to test a new process for ordering, delivery and payment. The campaigns that were promoted throughout the grant period, included:

- **Buy Local Challenge** – MD H2E continued to engage hospitals in participating in the annual Buy Local Challenge hosted by the Southern Maryland Agricultural Development Commission and now kicked off by Maryland Governor Martin O’Malley at his annual Buy Local Cookout. See the results of the hospitals’ participation in **Appendix D** and in the [MD H2E Report – 2013 Health Care Buy Local Challenge](#).
- **Local Sustainable Holidays, National Nutrition Month and Earth Day** – Engaged hospitals in purchasing and serving at least 1 local sustainable meat or poultry item and in promoting it on their menus annually during Thanksgiving, Christmas, and during nationally recognized campaigns including National Nutrition Month in March and Earth Day on April 22nd. Hospitals also used these campaigns as opportunities to educate their employees, patients and visitors on the benefits of local sustainable meat and poultry. An article was prepared and distributed to hospital food service professionals for their use in educating their patrons. In preparation for the Holiday Campaign, one of the Food Leadership Council participants contacted local turkey and pork producers to create a list of producers with available products, which included a brief description of their sustainable production practices. This list was distributed via email to Chesapeake Food

Leadership Council participants and other food service professionals to encourage pilot purchases during the holidays.

- A showcase of the hospitals' participation in the Buy Local Challenge and in the holidays and campaigns can be found in the [MD H2E Sustainable Food Newsletters](#).

Resources Developed to Facilitate Purchasing Initiatives

A variety of resources were created as part of the work of this project. They were disseminated to food service professionals at meetings, conferences and via the MD H2E and CFLC listservs to facilitate local sustainable meat and poultry purchasing initiatives. These resources are listed in this report below on Pages 26-27.

Recognition and Promotion of the Successes

The hospitals' successes and best practices were recognized and promoted through awards programs, reports, newsletters, press releases, media articles via online and print publications, websites, and presentations at conferences and meetings. See **Appendix E** for these results.

Supportive National Initiatives Launched Outside of the Project during the Grant Period

National initiatives were launched that supported the work of this regional project:

- The [Healthier Hospitals Initiative \(HHI\)](#) was launched in April 2012 as a three-year, national campaign to engage hospitals around the country in implementing sustainability "challenges", including engaged leadership, healthier food, leaner energy, less waste, safer chemicals and smarter purchasing. The [Healthier Food Challenge](#) consists of three options including Balanced Menus (reducing meat purchasing), Healthy Beverages, and Local/Sustainable Food. The Balanced Menus and Local/Sustainable Food Challenges both support engagement of hospitals in activities that were consistent with this project. The national and regional promotion of HHI was a supportive influence during the project and continues to sustain further development of the goals of this project.
- The national Healthy Food in Health Care Program of Health Care Without Harm launched the [2011 and 2013 Survey and Awards Program](#) which engaged hospitals in tracking and reporting their data on local sustainable food purchasing. This effort also recognized two Maryland hospitals as 1st place leaders in their Awards Program and the efforts of these and several other Maryland hospital leaders were published in their [2011](#) and [2013 Menu of Change Reports](#). See **Appendix E** for details on these award-winning hospitals.

Related Project Implemented During the Grant Period

- In the Spring of 2013, a student from the University of Maryland School of Medicine completed a Master's of Public Health capstone project with MD H2E by conducting a study to evaluate the strategies, tools and outcomes of the *Balanced Menus Challenge* (BMC) taken by health care facilities in Maryland and the District of Columbia. The project aimed to evaluate the utilization of the *Balanced Menus* Toolkit and their achievement of a 20% reduction in meat purchases. Increases in their purchasing of local sustainable meat and poultry were also identified. Outcomes of this study demonstrated the following: a positive relationship between facilities that received and used the tools

and the number of strategies they implemented; a positive relationship between a reduction in meat purchases or switch to local/sustainable sources and maintaining that reduction over time; Of the facilities that reduced meat purchases, red meat (beef and pork) was reduced most often while simultaneously poultry and vegetarian options increased; food service professionals achieved a reduction in meat purchased primarily by switching beef and pork items with poultry alternatives, increasing vegetarian proteins and using meat as a less prominent item of the meal; food service professionals are committed to the program on a personal level, but are constrained by push back from administration or contracts with special pricing. Program implementation in the future could focus on: assisting facilities with a more rigorous data collection system for tracking purchases; providing additional point of purchase promotional and educational materials for customers: support from the administration: and altering the tools that were not used by health care facilities.

RESULTS

1. Hospitals are Now Regularly Purchasing Local Sustainable Meat and Poultry

As a result of the project, many hospitals and nursing homes in Maryland and the District of Columbia launched, increased or piloted purchasing initiatives of local sustainable meat and/or poultry. These achievements are recognized below.

Hospitals & Other Institutions

Results of the Project:

- A total of 19 institutions participated in the project – 14 hospitals, 2 nursing homes, 2 hotels and 1 university.
- As a result of the project, 9 hospitals launched or expanded purchasing initiatives and continue to regularly purchase sustainable meat and/or poultry – 8 are purchasing directly from farmers, and 2 purchase through distributors (1 does both).
- 1 of these 9 hospitals and 1 additional hospital launched intermittent purchasing initiatives from local sustainable meat and poultry farmers and they continue to purchase intermittently (~ every 3-6 months).
- 1 health system and their health care food service management company launched and continue to buy direct from a local beef producer at 5 hospitals. This type of initiative is often challenging to establish due to the corporate policies of the management companies and their existing contracts. This unprecedented initiative in the region and in the country paves the way for other hospitals in the country to request this same type of direct purchasing initiative from their food service management companies.
- 5 institutions made purchases for finite periods of time (months to over a year) – 2 hospitals, 1 nursing home and 2 hotels. Purchases for finite periods of time were initially launched as regular purchasing initiatives but were stopped due to staffing changes or budget cuts.
- 3 health care facilities piloted these purchases during short-term campaigns or a one-day event – 2 hospitals and 1 nursing home.

- As a result of this project, we discovered that a local nursing home has been regularly purchasing a small amount of local sustainable beef for several years and is serving this it in their meals to their residents and patients. Another hospital has also been regularly purchasing from a local sustainable beef producer/processor for decades.

Total Number in Maryland and the District of Columbia:

- 11 health care facilities in Maryland and the District of Columbia are now purchasing from 11 local sustainable meat and/or poultry farmers in the Mid-Atlantic region.

Examples of the Successes

Union Hospital of Cecil County

- Union Hospital of Cecil County significantly increased their purchase of local sustainable meat and poultry during the grant period:
 - Meat: The hospital increased local sustainable beef and pork purchases from 27% to 56% of their total meat purchases from 2010 to 2013. During this time, they also increased the variety of meat they purchased by adding new cuts of beef from their local farmer and by adding pork to these purchases, since their beef producer started raising pigs as well.
 - Poultry: Union Hospital launched a local sustainable poultry purchasing initiative and increased their chicken and turkey purchases from 0% of their total poultry purchases in 2010, to 15% in 2011, up to 51% in 2012, and then down to 37% in 2013. The decline in 2013 was related to two changes 1) a disease that affected an entire flock of their poultry producer's chickens, resulting in the loss of the entire flock, and 2) a staff change of their executive chef, which resulted in a more gradual ramping up period of resuming local sustainable poultry purchases during this transition.
Note: During the farmer's loss of the chicken flock, the hospital confirmed their commitment to continue to support the local farmer with their purchases. After a 2 month period, the farmer had a new supply of chicken and the hospital resumed their purchases.
- During the grant period, the hospital expanded from 1 to 4 local sustainable meat and poultry producers that they purchase from including Farmer Tom's Farm Fresh, KCC Natural Farms LLC, Liberty Delight Farms, and Moe's Chicken.
- Local sustainable meat and poultry is not only being served to the employees and visitors in the cafeteria, but also to the patients in the hospital.
- Additionally, there are community members who come to eat at the hospital for the food, not for a medical appointment or to visit a relative or friend.
- Union Hospital used a variety of cost-saving strategies to balance their budget and keep the financial impact of these meat and poultry purchasing initiatives at cost-neutral. As a result, they have maintained their purchases at cost-neutral for 3 years, from 2010 – 2013.
- Union Hospital's food service and dietetics staff have been very active in the activities of the Chesapeake Food Leadership Council:
 - The hospital's food and nutrition services manager is a co-convenor of the Chesapeake Food Leadership Council providing support in planning and leading

meetings to engage other food service peers in local sustainable food purchasing initiatives.

- The food and nutrition services manager and dietitian supervisor shared the cost-saving strategies they used with other food service professionals from institutions at Food Leadership Council meetings, and in presentations at conferences and on webinars, including this project’s conference on “Local Sustainable Meat & Poultry: Making the Shift in Institutional Purchasing.” For a complete list of presentations they gave during the grant period, **see Appendix E**.
- They also provided content to this project’s publication on “Cost-Saving and Revenue-Generating Strategies for Purchasing Local Sustainable Meat and Poultry.”
- The hospital’s executive chef was an instructor in this project’s Chefs and Cooks Training where he demonstrated how to break down a whole chicken in order to use all of the parts and as a potential strategy for paying a better price per pound by purchasing whole animals. The Chef also provided instruction in how to make bone broth/soup stock from the chicken parts and did a taste testing of bone broth vs. the soup base that is commonly used to make soups in hospitals. Union Hospital uses chicken bones and parts to make their own chicken stock for soups served to patients, employees and visitors.
- Union Hospital has also won several awards for their achievements in local sustainable food purchasing and other healthy food initiatives. (See **Appendix E**).

Union Hospital of Cecil County

	<u>% of Total Meat Purchases</u>	<u>% of Total Poultry Purchases</u>
2009	0% local sustainable	0% local sustainable
2010	27% local sustainable	0% local sustainable
2011	66% local sustainable	15% local sustainable
2012	60% local sustainable	51% local sustainable
2013	56% local sustainable	37% local sustainable

% of Local Food Purchases of All Meat, Seafood, Poultry, Dairy, Vegetables, Fruit
(no beverages)

Fiscal Year 2012	44% local food
Calendar Year 2013	58% local food

% of Local Food Purchases of All Food and Beverage Purchases

Fiscal Year 2010	19% local food
Fiscal Year 2011	27% local food
Fiscal Year 2012	32% local food
Calendar Year 2013	27% local food

Carroll Hospital Center

- Carroll Hospital Center started purchasing local sustainable chicken, turkey and bison during the grant period. They were already purchasing local sustainable beef.
- As a result, in 2011 they increased their local sustainable meat and poultry purchases to 6% of their total meat and poultry purchases; in 2012 to 12%; in 2013, 7.85% of their total beef and poultry purchases were local and sustainable.
- These purchases, all from farms in Maryland, include chicken from KCC Natural Farms, intermittent purchases of turkey from Hillside Turkey, and occasionally bison from Gunpowder Bison. They were already purchasing local sustainable beef from Bullock's Country Meats, a producer, processor, aggregator and distributor just 3 miles away.
- The food service production manager at the hospital worked closely with local producer KCC Natural Farms over a 2 year period to refine the size, weight, cut, packaging and delivery of the chicken quarters that they requested. This meant that the producer had to process the chickens at a very specific time during their growth to achieve the specific weight requested by the hospital, and then customize the cuts and the packaging of the products to suit the hospital's needs. After a period of trial and error, which included 1) stopping the purchasing initiative for a finite period of time, and 2) the farmer purchasing new equipment and implementing new processing and packaging procedures, the hospital and the farmer/processor resumed the initiative and both are pleased with the outcome.
- The hospital serves KCC's chicken quarters on the weekly Wednesday patient menu and in the cafeteria. The hospital also uses the backs and necks of KCC's chickens to make homemade soups for their patient and cafeteria menus. While they purchase whole chickens, the farmer does the processing and packaging into customized Individual Quick Frozen (IQF) parts of chicken for the hospital.
- In November 2010, the clinical dietitian who leads the hospital's Sustainable Food Committee, did a survey of their cafeteria customers (primarily employees) after their local sustainable Thanksgiving meal (which included local sustainable turkey) to identify the demand for local sustainable foods. They found that 76% of survey respondents said they wanted more local sustainable food on the menu and 44% said that they would pay for it.
- Carroll Hospital's dietetics and food service staff have been very active in the activities of the Chesapeake Food Leadership Council:
 - The clinical dietitian who leads the hospital's sustainable food initiatives participates in the following ways:
 - Co-convening the Chesapeake Food Leadership Council (CLFC) by providing support in planning and leading meetings to engage other dietitians and food service peers in local sustainable food purchasing initiatives.
 - Surveyed and created a list of local sustainable turkey and pork producers in Maryland, which was then circulated to hospital food service professionals and other institutions to support purchasing initiatives for their facility's Thanksgiving meals.
 - Shared the cost-saving strategies they used with other food service professionals from institutions at Food Leadership Council meetings, and in presentations at conferences, including this project's conference on

“Local Sustainable Meat & Poultry: Making the Shift in Institutional Purchasing.”

- Provided content to this project’s publication on “Cost-Saving and Revenue-Generating Strategies for Purchasing Local Sustainable Meat and Poultry.”
 - The hospital’s executive chef participated with 6 other chefs, primarily from hospitals, in preparing the 4-course local sustainable “Balance-Meets-Taste” dinner fundraiser hosted by the CFLC at the Pier 5 Hotel in 2010.
 - One of the hospital’s cooks attended this project’s Chefs and Cooks Training to learn new skills in using local sustainable meat and poultry to prepare delicious whole food meals, including learning new skills in cutting down a whole chicken.
 - The clinical dietitian and executive chef gave presentations at other professional conferences. For a complete list of these presentations, **see Appendix E.**
- Carroll Hospital Center has also won several awards for their achievements in local sustainable food purchasing and other healthy food initiatives (See **Appendix E**).

Carroll Hospital Center

% of Total Meat and Poultry Purchases

2011	6%	local sustainable meat and poultry
2012	12%	local sustainable meat and poultry
2013	7.85%	local sustainable meat and poultry

MedStar Health and Morrison Management Specialists

- MedStar Health and food service management company Morrison Management Specialists expanded their local sustainable food purchases by launching a direct-from-the-farmer ground beef purchasing initiative. They shifted from purchasing local sustainable Roseda Beef ground beef through their existing regional distributor at 1 hospital in 2010 to purchasing directly from Roseda Beef/Old Line Custom Meat Company at 6 MedStar hospitals in Maryland and the District of Columbia in 2011. By the end of the grant period in June 2013, their achievements included:
 - 5 MedStar Health hospitals in Maryland and Washington, DC are now regularly purchasing ~ \$3,160/month of Roseda Beef hamburgers and serving them on their menu daily in their cafeterias.
 - 1 additional MedStar hospital in the District of Columbia implemented this initiative for a finite period of time.
 - MedStar Washington Hospital Center is now regularly purchasing 10% of their total meat purchases directly from Roseda Beef through Old Line Custom Meat Company.
 - Special payment arrangements were made by Morrison Management Specialists to pay Roseda Beef/Old Line Custom Meat Company separate from their standard accounts payable process.
 - This initiative demonstrates how a health system can support a local beef producer in staying in business. By purchasing a high volume of ground beef on a regular basis,

hospitals support local beef producers in selling “the entire animal.” The farmer can then continue to sell their lower-volume, high-end cuts of meat to “white tablecloth” restaurants and prevent the unnecessary costs of having to store the remaining meat until they find a buyer, risking the financial viability of their business.

- This initiative also demonstrates that hospital executives can successfully engage their food service management company in purchasing sustainable meat directly from a local farmer. This was unprecedented in the Mid-Atlantic region and in most of the United States, and it paves the way for other hospitals to engage their food service management companies in buying directly from local farmers.

The Clinical Center at the National Institutes of Health (NIH)

- In the Nutrition Department at the Clinical Center of the National Institutes of Health (NIH), 62% of the poultry they purchased through their meat distributor for their patient menu, during more than half of 2013 to present, came from local farmers where the chickens are raised without antibiotics or arsenic additives. The Clinical Center launched this sustainable poultry purchasing initiative on their patient menu after an extended period of research and taste testing for a high quality, delicious, sustainable product. (Note: The hospital’s Nutrition Department provides meals to patients. The employee cafeteria is operated by a food service contractor).
- The Clinical Center’s priority, which is promoted on their menu, is to provide delicious food that is both healthy for their patients and environmentally conscious. They prioritize sustainably produced foods with excellent quality and taste over locally produced foods, although purchasing sustainably produced foods from local farmers would be ideal. As a result, many of the sustainable foods they purchase through their distributor are not yet produced by local farmers and they are continuously re-evaluating their products for quality and flavor. Currently, 56% of the beef they purchase is sustainable beef produced without antibiotics or added growth hormones and is Certified Humane Raised and Handled. They also purchase certified organic produce using the Environmental Working Group’s list of the “Dirty Dozen” and the “Clean Fifteen” to prioritize their organic purchasing to those foods that typically have higher pesticide residues. They prefer to purchase these foods through their distributors, and continue to work with their distributors to identify reliable sources for sustainable meat, organic produce and other sustainable foods and beverages, providing potential market opportunities for local sustainable farmers.

Calvert Memorial Hospital

- Calvert Memorial Hospital implemented several of the suggested cost-saving strategies which resulted in increased revenue from the sales of their local grass-fed hamburgers. These strategies included:
 - Reducing their overall meat purchasing
 - Reducing the portion size of their hamburger
 - Working with a local meat producer to buy local sustainable ground beef
 - Replacing their conventional hamburgers with the local sustainable hamburger meat at a reduced portion size
 - Raising the retail price to cover their costs of the local sustainable ground beef

- These successful strategies allow the hospital to maintain these local sustainable hamburgers as a regular menu item.

FutureCare Cherrywood Nursing and Rehabilitation Center

- FutureCare Cherrywood nursing home purchased and served close to 1000 pounds of local sustainable chicken, turkey and pork to their residents, patients and staff intermittently for over a year. The poultry and pork was purchased from Farmer Tom's Farm Fresh where they raise their animals without routine antibiotic use, and without arsenic additives or added growth hormones.
- This included hosting a pig roast for residents and employees, which was a big success.
- They also piloted sustainably raised beef from another local farmer.
- This local sustainable meat and poultry was served along with local certified organic vegetables and fruit, and with pesticide-free food from their onsite garden produced by the residents, patients and staff of the nursing home's *Deep Roots Garden Club*.
- As a result of implementing several sustainability initiatives, including *Balanced Menus* and a trial of Meatless Mondays to reduce meat on the residents' menus, they saved over \$12,000, some of which they applied to their purchases of local sustainable meats.
- FutureCare Cherrywood's Executive Chef applied his and the kitchen staff's expertise to winning first place in their "Taste of the Town" recipe contest and winning one of the selections in the Governor's 2012 Buy Local Cookout Recipe Contest with the same recipe to then showcase and provide tastings at the Governor's Cookout. The food from the garden also won 1st place at the county fair, generating excitement from the residents.
- The nursing home received great media attention for their accomplishments. See **Appendix E** for details of their awards and media coverage.

Other Institutions

Food service professionals from institutions in other industry sectors participated in the Food Leadership Council to learn and share best practices and cost-saving strategies for purchasing local sustainable foods, with a focus on meat and poultry during this grant period.

Baltimore Inner Harbor Hotel Chain

- The executive chef of a hotel chain in Baltimore's Inner Harbor (with three hotels of 65-90 rooms each) participated in the activities of the Chesapeake Food Leadership Council (CFLC), including being the lead chef and event host of the CFLC's "Balance Meets Taste" dinner fundraiser in March 2010.
- As a result of his participation and leadership in the Food Leadership Council, he switched their entire chicken purchasing for all of their catered events at two Baltimore Inner Harbor Hotels over to local sustainable Murray's Chicken during the first year of the grant period. Unfortunately, this initiative was discontinued when the executive chef left his position to work with another company.

Johns Hopkins University

- The director of dining services and the executive chef at Johns Hopkins University participated in the Food Leadership Council meetings in 2011-2012, including hosting one of the meetings at their university.

- They exchanged ideas with other food service professional peers from the hospitals to learn best practices and cost-saving strategies for increasing the purchase of local sustainable meat and poultry, including the *Balanced Menus* initiative.
- As a result of their participation, the university worked closely over several months with their food service management company to identify a local sustainable chicken producer that could provide enough supply for their entire chicken purchases on a weekly basis.
- They did not ultimately launch the initiative at that time due to budget limitations.
- Since then, the university has hired a new food service management company that purchases local sustainable meat, poultry and many other foods and they have committed to increasing these purchases to 35% of their total food purchases by 2020 as a new signatory of the [Real Food Campus Commitment](#).

2. Local Farmers are Regularly Selling Sustainable Meat and Poultry to Hospitals

New sales to institutions from local sustainable meat and poultry producers in Maryland and Pennsylvania occurred as a result of this project. More local farmers are now selling their products either directly to hospitals or to a distributor who then sells to hospitals and other institutions in Maryland. While some of these sales occurred only as a trial or for a finite period of time, others evolved into regular sales to hospitals and nursing homes. The number of farmers that are selling/sold to hospitals and other institutions includes:

Results of the project:

- 11 local farmers sold sustainable meat and/or poultry to hospitals and other institutions as a result of the project.
- Of these 11 local farmers:
 - 6 farmers are now regularly selling to hospitals – 5 through direct sales and 2 through distributors.
 - 3 farmers sell intermittently to hospitals through direct sales.
 - 4 farmers also sold their products for a finite period of time (months to over a year) to hospitals, a nursing home and a hotel – 4 through direct sales, and 1 of these 4 also sells through a distributor. Sales made to hospitals for a finite period of time were initially launched as regular purchasing initiatives but were stopped due to staffing changes or budget cuts.
 - 3 of these farmers sold their products for a short-term pilot, campaign, or a one-day event to hospitals and nursing homes directly or through distributors.
 - 9 are small-scale local farms and 2 are medium- to large-sized local farms.
- 2 additional local sustainable farmers continue to sell directly to a hospital and nursing home as they did prior to the grant period.

Total Number in the Mid-Atlantic Region

- 11 local sustainable farmers in the Mid-Atlantic region are now selling their meat and/or poultry to 11 health care facilities in Maryland and the District of Columbia.

Examples of the Successes

Liberty Delight Farms

- Liberty Delight Farms increased their sales to Union Hospital of Cecil County by 136% during the grant period. They did this by not only increasing their sales volumes and variety of cuts of beef, but they also diversified their product line by starting to raise pigs (and chickens) and selling the sustainably-raised pork to the hospital.
- Since the farmer is not producing turkey, he sells Farmer Tom's Farm Fresh turkeys to Union Hospital instead. These sales of turkey leverage the relationships the farmer has with both the hospital and other farmers, and it leverages the existing order and delivery process that is already in place, to further extend the volume and variety of foods that the hospital purchases. This is a win-win-win since it benefits the local farms, the hospital and the hospital's employees, patients and visitors.

KCC Natural Farms, LLC

- As a result of this project, KCC Natural Farms is now selling their chicken regularly to Carroll Hospital Center and to Union Hospital of Cecil County. The farm also piloted sales to a local nursing home but initiative was not continued due to budgetary constraints.
- The sales to the two hospitals increased KCC's overall business sales by 8%.
- The hospitals initially requested boneless, skinless chicken breasts. The farmer and hospitals determined that this would not be financially viable for either party due to costs. The farmer's only financially viable option was to sell the hospital whole chickens, and process and package the products in to Individual Quick Frozen (IQF) parts for each hospital. While more expensive than conventionally produced chicken, the price points of these products were within reach for each hospital as a result of implementing other additional cost-saving strategies.
- The farmer worked closely with the food service production manager at Carroll Hospital Center over a 2 year trial and error period to refine the product specifications to the hospital's needs including size, weight, cut, packaging, and delivery. This trial and error period included several stages:
 - There was a period of several months when sales to Carroll Hospital Center were stopped since it was unclear if these issues could be resolved. The farmer and the hospital's production manager each persisted in finding a solution. MD H2E also worked with both the hospital and the farmer to explore potential solutions.
 - To meet the hospital's needs, the farmer implemented several new initiatives:
 - Processing the chickens during a very short window of time before they were fully grown to achieve the specific weight requested by the hospital.
 - Coordinating the schedules of his workers to come in for this special processing of the chickens for the hospital.
 - Customizing the cuts and packaging of products for the hospital.
 - Investing in additional equipment and labor to provide Individual Quick Frozen (IQF) products to the hospital, so that they could retrieve and thaw specific parts out individually, as needed.
 - Sales to the hospital were resumed, and the farmer and the hospital are now pleased with the outcome.

- These refinements and new infrastructure also benefited the farmers' sales to Union Hospital.
- During a few months at the end of the grant period, the farmer lost a flock of chickens due to disease. Each of the 2 hospitals expressed their commitment to continuing to purchase from the farmer. When the products were available again, each hospital resumed their purchases.
- The farmer's investment in the infrastructure and additional labor to provide Individual Quick Frozen (IQF) products was a benefit in his sales to both hospitals since they each requested IQF products.
- With this investment, the farmer is now established to take on additional requests from institutions and businesses with similar needs and requirements.

Wholesale sales are equally as important, if not more so, than retail sales to KCC Natural Farms. While retail sales from the farm and at farmers markets provide a higher price per pound, there are losses that aren't often calculated into the costs, including sharp drops in sales at farmers markets due to rainy days, holidays, or vacation periods, while still incurring the same personnel costs. These losses often result in an annual revenue from farmers market sales as equal to that of consistent wholesale sales to institutions.

Roseda Beef/Old Line Custom Meat Company

- Roseda Beef/Old Line Custom Meat Company expanded their hospital sales from one hospital buying their ground beef through the hospital's existing distributor in 2010 to 6 hospitals within the MedStar Health system launching ground beef purchasing initiatives directly from the farm over a 10-month period from February – November 2011. As of June 2013, 5 of these 6 hospitals are regularly purchasing ~ \$3,160/month of Roseda's ground beef, which is used for the daily hamburgers sold in the hospital cafeterias.

Ground beef sales to large-volume food purchasing institutions are a viable solution to local beef producers staying in business. Typically, local beef producers can more easily sell their high-end cuts of meat to "white tablecloth" restaurants. Yet these high-end cuts are only a small percentage of the meat that is available from processing one animal, and the challenge lies with what to do with the remaining meat. If the farmer doesn't sell "the entire animal," they pay for the processing, packaging, electricity and rental fees for a "freezer-full of ground beef." If the farmer can find a reliable, large volume buyer to continue to use their ground beef on a regular basis, they can "keep their freezer empty" by continuing to sell the lower-volume, high-end cuts to restaurants, and even expand their business by coordinating sales to both restaurants and institutions simultaneously.

Farmer Tom's Farm Fresh

- Farmer Tom's Farm Fresh sold close to 1,000 pounds of their sustainably raised meat and poultry to FutureCare Cherrywood Nursing and Rehabilitation Center intermittently during 2012. The meat and poultry included ground beef, whole chicken, ham, turkey bacon, sausage, and a pig for a special "pig roast" that the nursing home hosted for their residents and staff. The animals on the farm are raised without the routine use of antibiotics, without arsenic additives or added growth hormones and with regular access to the outdoors.

- The farmer also partnered with the executive chef and the dietitians at FutureCare Cherrywood in their submission and winning of 2 recipe contests for their “Cherrywood Fiesta Herb Encrusted Chicken,” which included Farmer Tom’s local sustainable chicken and bacon, and his vegetables and honey. They won 1st place in their annual “Taste of the Town” recipe contest against local restaurants and food vendors, and they were selected for a spot at the Governor’s 2012 Buy Local Cookout to provide tastings of their recipe to attendees (see more details in **Appendix E**).
- Additionally, Union Hospital of Cecil County purchases Farmer Tom’s turkeys through Liberty Delight Farms, who already sells and delivers beef and pork to the hospital.

3. The Chesapeake Food Leadership Council Engaged a Network of Food Service Professionals at Institutions in Learning and Implementing Additional Strategies for Purchasing Local Sustainable Foods

The Food Leadership Council of Maryland & DC (FLC) formed on December 4, 2009 (prior to this grant period) as a group of food service professionals from hospitals and other large-volume food purchasing institutions interested in learning and sharing strategies for purchasing, serving and selling more local sustainable foods at their institutions.

The Council hosted their first event, the [“Balance Meets Taste” Dinner Fundraiser](#), on March 4, 2010 at the Pier 5 Hotel in Baltimore’s Inner Harbor. This 4 course, “Balanced Menus” local sustainable meal was prepared by chefs from Maryland hospitals, the Pier 5 Hotel, and the Maryland Science Center. Close to 100 people attended and 9 hospitals were recognized for their leadership in taking the Balanced Menus Challenge to reduce their meat purchasing and begin the switch to purchasing local sustainable meat and poultry in their cafeteria and patient menus. Further details about this event are listed above on Page 6.

During the grant period, from 2010 – 2011, the FLC hosted food service professionals from various hospitals, two nursing homes, one university, 3 hotels in Baltimore’s Inner Harbor, an entertainment venue, and representatives from the school sector at monthly meetings with conference calls to continue to strategize on how to increase their purchases of local sustainable foods. Attendance to the meetings/calls varied, and then declined in mid-2011. The meetings were stopped for several months to re-evaluate the approach and determine next steps. Some discussions were held with MD H2E’s Health Care Sustainability Leadership Council (HCSLC) to learn more about the model they developed with health care leaders at hospitals throughout Maryland.

From March 2012 – February 2013, the FLC adopted components of the HCSLC model and launched quarterly meetings. These meetings included surveying attendees throughout the year on their desired outcomes as a result of their participation, which revealed the following priorities:

1. Learning best practices and successful strategies for purchasing local sustainable foods
2. Identifying culinary strategies for preparing local sustainable foods
3. Developing resources to educate customers on the benefits of local sustainable foods, and

4. developing stronger relationships between food service professionals and farmers to further support procurement initiatives by institutions of local sustainable foods

During that time, three hospital food service professionals stepped forward to volunteer as the leaders of the FLC.

Two Co-Conveners:

- Anders Grant, MS, RD, LD, Clinical Dietitian at Carroll Hospital Center in Westminster, MD and
- Holly Emmons, RD, LD, MPA, Food and Nutrition Services Manager at Union Hospital of Cecil County in Elkton, MD

Communications Chair:

- Robin Brannon, MS, RD, LD, Clinical Dietitian at George Washington Medical Center in Washington, DC.

A fourth volunteer, the Executive Chef at a local conference center, agreed to be the secretary for several months in 2013 and then became too busy to continue participating in this role.

These leaders agreed to change the name of the FLC to the Chesapeake Food Leadership Council (CFLC) to incorporate broader participation from our region. They also agreed to open it up to invite and include other stakeholders in the Chesapeake food system including farmers, distributors, non-profit organizations, government agencies, and other interested groups and individuals.

As a result of identifying the priorities of the food service professionals, a mission statement was also developed:

The mission of the Chesapeake Food Leadership Council (CFLC) is to engage food service professionals and other regional stakeholders in sharing best practices, networking and learning opportunities, implementing strategic purchasing solutions throughout the supply chain, and advocating for policies that support healthier, local sustainable foods for hospitals, other institutions and the communities they serve.

Over the grant period, the CFLC developed into a viable network of institutional food service professionals and other stakeholders engaged in sustaining and further developing procurement and policy initiatives to increase the availability of local sustainable foods to their communities. A [CFLC website](#) was developed and the [CFLC web page on MD H2E website](#) was also developed.

Towards the end of the grant period, new funding was received from a local foundation to continue and further expand outreach efforts of the CFLC into other industry sectors, develop strategic purchasing solutions throughout the supply chain, and improve policies to support increased availability of local sustainable foods for institutions and community members. The ultimate goals of this initiative have been aligned with a new initiative in the region called the Chesapeake Foodshed Network (CFN) to increase access to healthier local sustainable foods,

improve and protect human health and the environment, improve the local economy through increased economic viability of local farmers and job growth in the region, and preserve land for agricultural uses to improve food security for the surrounding community.

In addition to this regional support, several national initiatives will continue, after this grant period, to engage food service professionals in purchasing more local sustainable foods including the Healthy Food in Health Care Program of Health Care Without Harm, the Healthier Hospitals Initiatives (HHI), and Practice Greenhealth (PGH). They will engage participation through their pledges, challenges and campaigns, surveys and awards programs, and educational webinars and conferences. Similar initiatives in the university, school and business sectors are helping to engage food service professionals in making changes in their food purchasing and the CFLC will continue to collaborate with organizations working with these sectors.

Additionally, an ever-increasing number of farm-to-institution alliances, similar to the CFLC, are forming in various regions throughout the country in order to facilitate increased purchases of sustainable foods from local producers. As a result, greater communication, collaboration and momentum is building between the institutions, distributors, producers and other stakeholders in the supply chain. These conversations are facilitating broader changes throughout the country, especially from national companies with regional offices. These alliances will continue to facilitate change both at the regional and national level, which will further support the efforts of the CFLC in the Chesapeake/Mid-Atlantic region.

Pledges Signed, Preferences and RFP Language Developed

Over the grant period, some of the institutions participating in the CFLC: 1) signed pledges or challenges to provide healthier, local sustainably produced foods, 2) expressed preferences to their suppliers, 3) established guidelines or preliminary “policies,” and/or 4) included language in their RFPs or contracts for increasing their local sustainable foods at their facilities, including local sustainable meat and poultry. A template of RFP language is listed in the next section on the next page below under “Resources Developed.” The pledges, commitments, challenges and campaigns are listed at the end of this report under “Additional Resources.”

4. Resources Developed by the Project for Institutions on How to Purchase Local Sustainable Meat and Poultry

Several resources were developed to support hospitals in implementing meat and poultry purchases from local sustainable farmers including:

- **[Local Sustainable Meat Purchasing in Healthcare Institutions: A Preliminary Look at Existing Models and Pilot Programs](#)** – developed by Masters in Nursing student Casey Starshine, MS, RN, describing examples from hospitals around the country and in Maryland which demonstrate cost-effective and efficient strategies for local sustainable meat purchasing.
- **[Cost-Saving and Revenue-Generating Strategies for Purchasing Local Sustainable Meat and Poultry](#)** – developed into a resource by MD H2E during this project to expand

on the Balanced Menus strategies by including successful strategies used by Maryland hospitals.

- [**Farm to Hospital – Selling Farm-Raised Meats and Poultry in Maryland**](#) – developed by project consultant and Regional Agricultural Marketing Specialist Ginger Myers of the University of Maryland Extension, in collaboration with Maryland Hospitals for a Healthy Environment.
- [**Guide to Purchasing Local Sustainable Meat and Poultry for Hospitals and Other Institutions**](#) – a step-by-step guide for hospitals and other institutions on how to shift purchases towards increasing local sustainable meat and poultry.
- [**Template of Sustainability Language for Hospital RFPs and Contracts with Food Distributors**](#) – this resource was initially developed by MD H2E in partnership with Health Care Without Harm in response to a request from a hospital for sustainability language to include into their request for proposals (RFP) for a new food distributor. This resource was then adapted into a general template for other hospitals to use in their RFPs and contracts.
- [**Template of Sustainability Language for Hospital RFPs and Contracts with Food Service Contract Management Companies**](#) – As stated above, this resource was adapted into a general template for other hospitals to use in their RFPs and contracts with food service contract management companies.

Related Resources and Initiatives that were Developed Outside of the Project

- Hospitals and health system members of the Group Purchasing Organization (GPO) Premier from around the country jointly requested that a local sustainable chicken product be added to their list of contract-approved foods. Premier interviewed farmer candidates and selected a sustainable chicken product to be added to their inventory for hospitals to purchase on contract.
- Case studies and brief best practices were published by Health Care Without Harm during the grant period. These case studies included Maryland hospitals' local sustainable meat and poultry purchasing initiatives.
 - Updated the [**Balanced Menus Brochure**](#) – included an updated, brief description of Union Hospital's local sustainable meat and poultry purchasing initiative.
 - Published "[**Health Care's Commitment to Sustainable Meat Procurement – Four Case Studies**](#)" which included Morrison Management Specialists' local sustainable beef purchasing initiative at hospitals in Maryland and the District of Columbia
- As mentioned in the CFLC section above, Maryland Hospitals for a Healthy Environment (MD H2E) received additional funding from a new private foundation to continue the work of the Chesapeake Food Leadership Council (CFLC), which was initially developed as a result of the USDA FSMIP funding for this *Local Foods to Local Hospitals* project.
- The Chesapeake Foodshed Network (CFN) was funded and launched to bring leaders and stakeholders in our regional food system together to 1) increase the availability and

procurement of local sustainable foods, 2) create jobs, 3) preserve land for food production and environmental protection, and 4) protect public health. The CFLC is becoming an integral part of the CFN.

- The [Maryland Food System Map Project](#) of the Johns Hopkins Center for a Livable Future began mapping hospitals and their healthy food initiatives on their online GIS food map.
- Health Care Without Harm and the Healthier Hospitals Initiative (HHI) launched a series of meetings in 2013 between the founding health systems of HHI, food service management companies and distributors. The goal is to increase the availability and institutional purchases of local sustainable foods, align the definitions of local and sustainable foods, and increase tracking and reporting of these purchases.

CONCLUSIONS

The project was successful in accomplishing its primary objectives including: engaging hospitals in adopting regular purchasing initiatives of local sustainable meat and poultry; increasing sales and the financial viability of local sustainable meat and poultry producers; developing the Chesapeake Food Leadership Council into a viable network to sustain and expand institutional food purchasing and policy initiatives; developing tools and resources to guide institutions in multiple industry sectors on effective strategies for purchasing local sustainable meat and poultry.

LESSONS LEARNED

Many valuable lessons were identified during the grant period from the successes and the challenges experienced by the hospitals, farmers, distributors and the project coordinator.

Strategies for Institutional Purchasing and Farmer Sales

1. [Reducing meat on the menu](#) is one of the most effective strategies for making funds available in the budget to purchase local sustainable meat and poultry.
2. **Purchasing less expensive cuts of meat** is a win-win for both the hospital and the farmer – the hospital serves a healthier, more sustainable meat at a price closer to what they can afford and the farmer has the opportunity to sell all parts of the animal and minimize costly product surpluses.
3. **Purchasing/selling minimally processed poultry products**, i.e. chicken quarters vs. skinless, boneless chicken breasts, served as a successful strategy for keeping the costs affordable for the institution and made the sales possible for the local farmer.
4. **Weekly vs. daily features on the menu and adopting other small menu changes** can make the difference in being able to purchase local sustainable meat or poultry at all.
5. [Other cost-saving and revenue-generating strategies](#) can also make funds available in the budget to purchase local sustainable meat and poultry.

6. **The implementation of pilot purchasing initiatives served as a valuable testing ground** for the logistics of new purchasing, culinary and marketing strategies. These pilots also provided valuable insight into appropriate product volumes and budgetary needs for larger and ongoing purchases. Institutions, farmers and distributors took advantage of the marketing opportunities, and the tools, resources and momentum of statewide and national campaigns such as National Nutrition Month, Earth Day, and the Buy Local Challenge to implement and increase the success of these pilot programs.
7. **Anticipating and incorporating a trial and error period when first starting** to purchase or sell local sustainable meat and/or poultry proved to be a valuable lesson learned to allow time for both the institution and the farmer to establish the desired portion size, volumes, timing, payment and other logistics that meet both party's needs. Planning, patience and persistence were essential ingredients to succeeding during this period.
8. **Surveying customers** to identify the percentage of customers interested in these products helped to gauge appropriate purchasing volumes and prevent costly overspending.
9. **Educating customers** on the health, local economy and environmental benefits of local sustainable meat and poultry increased customers' value and demand for the products.
10. **Requests from hospital executives facilitated purchases by food service management companies.** MedStar Health and food service management company Morrison Management Specialists expanded their local sustainable food purchases by launching a direct-from-the-farmer ground beef purchasing initiative. This initiative demonstrated that hospital executives can successfully engage their food service management company in purchasing sustainable meat directly from a local farmer. This was unprecedented in the Mid-Atlantic region and in most of the United States, and it paves the way for other hospitals to engage their food service management companies in buying directly from local farmers.
11. **Grass-fed meat does not “cook down,” i.e. lose as much volume from cooking, as conventionally produced meat,** providing more servings per pound. This can be factored in as a cost-savings when balancing the budget from purchases of local sustainable meat or poultry.
12. **Ground beef sales to large-volume food purchasing institutions are a viable solution to local beef producers staying in business.** Typically, local beef producers can more easily sell their high-end cuts of meat to “white tablecloth” restaurants. Yet these high-end cuts are only a small percentage of the meat that is available from processing one animal, and the challenge lies with what to do with the remaining meat. If the farmer doesn't sell “the entire animal,” they pay for the processing, packaging, electricity and rental fees for a “freezer-full of ground beef.” If the farmer can find a reliable, large volume buyer to continue to use their ground beef on a regular basis, they can “keep their freezer empty” by continuing to sell the lower-volume, high-end cuts to restaurants, and even expand their business by coordinating sales to both restaurants and institutions simultaneously.
13. **Small scale poultry producers typically need to sell the whole bird to keep the price point at a level the institution can afford.** While institutions typically request a lot of 4 ounce boneless, skinless chicken breasts, the need to cover the labor costs for this degree of processing by a small scale farmer/processor often sets the price point out of reach for the institution. A compromise is for the institution to purchase whole birds and have the

farmer/processor process and package it into parts the institution can use, i.e. chicken quarters, and then using of the backs and necks to make soup. Whole bird purchases also relieve the farmer from storing costly surpluses of less popular parts in the freezer.

14. **Wholesale sales to institutions can be just as financially viable for local sustainable meat and poultry producers as retail sales at farmers markets.** While retail sales from the farm and at farmers markets are typically higher than wholesale sales, there are losses that aren't often calculated into the costs, including the sharp drops in sales that can occur at farmers markets due to rainy days or holidays, while still incurring the same costs for employees and/or the farmer's time to run the stand. These losses can result in the annual revenue from farmers market sales as equal to consistent wholesale sales to institutions.
15. **Local sustainable meat and poultry producers need adequate lead time if institutions want to launch large purchasing initiatives of meat or poultry.** Some small-scale meat and poultry farmers have an extra supply of certain products that they can sell to institutions on short notice. Yet for large volumes of products, local meat and poultry producers need adequate advanced notice to be able to raise the livestock, and then process, package and store their products until the institution purchases them. Several variables influence the time from birth until processing including genetics of the breed, conventional vs. heritage breeds, conventional vs. pasture-raised production methods, grain-fed vs. grass-fed, quality of grain or grass, weather conditions, and the weight of desired product. From conception to processing, here are the lengths of time it takes to produce various meats: Beef = 2 - 3.5 years; Pork = 10 - 11 months; Lamb = 10 - 12 months; Turkey = 5 - 6 months; Chicken = 2.5 - 3 months. See **Appendix F** for full details.

Program Implementation

1. **A multi-faceted approach** was an effective way to manifest purchasing changes at multiple institutions. This approach included outreach, educational and networking events, technical assistance, statewide and national campaigns, professional forums for sharing best practices, resources and tools, recognition, and promotion of the successes.
2. **Campaigns served as an effective way to engage participation** among hospitals in one-time or short-term pilot purchases of local sustainable meat and poultry. This worked well as an initial step towards ongoing purchases of local sustainable meat and poultry since it allowed hospitals to test the logistics of purchasing, preparing and budgeting for the products, and determine customer satisfaction and the success of the sales. When hospitals purchased directly from a local farmer, these short-term campaigns also allowed them to test the logistics of a new process for ordering, delivery and payment.
3. **Addressing the cost factor by collecting and disseminating the leading hospitals' cost-saving strategies** was an important component to engaging broader participation in short-term campaigns as well as ongoing purchasing initiatives.
4. **Other valuable insights on successful strategies and lessons learned were gathered from the "early adopter" hospitals** and then disseminated to other institutions to engage additional purchasing initiatives.
5. **The Chesapeake Food Leadership Council served as a forum for sharing best practices and lessons learned** between food service professionals to facilitate purchasing initiatives of local sustainable meat and poultry. Additionally, sharing these

best practices between different institutional sectors (i.e. hospitals, universities, schools, etc.) provided great value since the opportunities, challenges, and solutions are often the same or similar, as are the suppliers and distributors.

6. **In order to sustain these purchasing initiatives through staff changes and hospital budget cuts, it is important to utilize a combination of strategies**, ideally from the beginning of the process. This was a lesson learned from both the successful, ongoing purchasing initiatives and from the finite initiatives that stopped as a result of staff changes and/or hospital budget cuts. One of the most important strategies to maintaining the progress achieved is to engage “buy-in” and support from a variety of hospital staff members in different departments including food and nutrition services, administration, green team, marketing, medicine and other clinical services, marketing, employee wellness committee, etc. Other strategies include recognition, media attention, publishing case studies, establishing hospital purchasing policies and preferences, and providing a leadership forum for food service professionals and hospital green team members to connect, learn from and support one another in these initiatives.
7. **Different types of health care providers can facilitate food purchasing initiatives.** While the food purchasing is done by the food service staff, health care providers from other departments can have an influence on the food service department in making changes in their food purchasing. This includes nurses, green team members, executives, clinical dietitians, and others. Patients, visitors and community members can also have an influence as customers of the hospital. MD H2E’s dissemination and invitations to participate that were sent out to the broad MD H2E listserv and shared at a variety of sustainability meetings and conferences worked to engage a variety of health care providers, who often encouraged or worked together with the food service professionals in supporting increased purchases of local sustainable foods.
8. **Recognition of the hospitals’ achievements** not only helped to sustain their initiatives, it also served to engage additional hospitals in implementing similar or other unique initiatives in order to stay current and maintain their friendly competitive edge in the health care market. Recognition was provided through newsletter articles, websites, blog posts, press releases, media attention, case studies, presentations, reports, and state and national awards programs offered through the project, by related professional associations, and by referring the hospitals to other contests and awards programs in the field. Additional forms of recognition that have proved to be effective on other grants include the allocation of grant funding to a hospital on a project, videos of successful initiatives and other innovative promotional strategies.
9. **Partnering with the State Department of Agriculture and other agricultural organizations** facilitated increased networking, communication and relationship-building between farmers and institutions, and their distributors, which facilitated food purchasing initiatives. It also provided support in establishing and promoting local food purchasing campaigns for the hospitals and other institutions.
10. **Technical assistance on food safety guidelines provided by the Maryland Department of Agriculture and the Maryland Department of Health and Mental Hygiene (State Health Department) was invaluable** in addressing concerns of hospital food service professionals wanting to protect the health of the vulnerable populations of people they serve.

CURRENT OR FUTURE BENEFITS TO BE DERIVED FROM THE PROJECT

Current benefits to the community include:

1. Hospitals are purchasing and serving healthier, local and more sustainably produced foods.
2. Hospital patients, employees, visitors and community members have increased access to healthier, higher quality, local sustainable foods that promote health, typically at lower costs than at local restaurants.
3. Local sustainable meat and poultry farmers are selling more products and thus increasing the financial viability of their businesses.
4. Businesses that provide local farmers with products and services (i.e. processors, feed mills, distributors, farm supply stores, personal expenditures for their families, etc.) also benefit from these increased sales, which improve the financial viability of these businesses and the local economy. This impact on the local economy occurs through the multiplier effect, which also increases the potential for job growth locally.
5. Animals are raised in less crowded, more environmentally sustainable and humane conditions rather than in confined feedlot operations where inputs such as antibiotics, arsenic additives, and added growth hormones are routinely used.
6. These improved conditions can reduce risks of contamination from antibiotic resistant bacteria, antibiotics, arsenic and pesticide residues, genetically modified organisms, pharmaceutical-contaminated feather meal, and lower nutritional quality from grain feeding vs. grass-fed or pasture-raised production practices.
7. The environment, i.e., the soil, water, air and wildlife have fewer impacts from waste run-off, antibiotic resistant-bacteria, arsenic and pesticide residues, and airborne pollutants.
8. Public health is being protected by reducing health risks from environmental exposures.
9. Land is being preserved for food production, increasing food security for the region.
10. The skills and marketability of food service professionals is increased for future job opportunities and promotions as they become more educated and experienced on the food production, purchasing, culinary and marketing aspects of local sustainable meat and poultry.

Future benefits to the community include:

1. Hospitals and other institutions around the country will benefit from the national Healthy Food in Health Care program of Health Care Without Harm publishing and nationally disseminating 2 of the documents created and disseminated regionally by this project including:
 - Cost Saving and Revenue Generating Strategies for Purchasing Local Sustainable Meat and Poultry
 - Guide to Purchasing Local Sustainable Meat and Poultry by Hospitals and Other Institutions
2. Local meat and poultry producers will continue to be educated on the criteria they need to meet in order to sell to hospitals through continued dissemination of the Farm to Hospital

Factsheet developed by the Agricultural Marketing Program of the University of Maryland Extension.

3. As more institutions increase their purchases of local sustainable meat and poultry, a strong message is being sent to the marketplace demonstrating a growing demand for these products and agricultural production practices. Additionally, public health and the environment are more protected, the financial viability of local farmers and the local economy are more secure, land is preserved for food production, and a more prevention-oriented approach to community health is implemented.

RECOMMENDATIONS FOR FUTURE RESEARCH

1. Study the structure and outcomes of the farm-to-institution networks and alliances that have formed in various regions of the U.S. Assess and compare the effectiveness of the different models of these regional networks in helping to drive change in their regional food systems. Effectiveness could be measured by increased sales of local farmers and related businesses, increased purchases by institutions, and by changes in environmental and human health impacts in communities where industrialized agricultural practices exist.
2. Study the outcomes from the use of the Guide to Purchasing Local Sustainable Meat and Poultry in select health care facilities, other institutions and/or other large volume purchasers (including universities, schools, correctional facilities, state agencies, corporate campuses, sports and entertainment venues).
3. Implement and evaluate institutional purchasing initiatives of local sustainable meat and poultry products not utilized during this project, i.e. pork, chicken “nuggets,” lamb, or bison.
4. Utilize the holidays as a concentrated study period and opportunity for facilitation of local sustainable meat and poultry purchasing, both by institutions and by consumers.
5. Implement and evaluate institutional purchasing initiatives of other protein foods from local sustainable producers including dairy, eggs and seafood. Identify unique issues that need to be addressed to implement and sustain successful purchasing initiatives of these foods. Assess the impact of these initiatives in farming and fishing communities where local farm sales of these products have declined.
6. Identify and compare the specific needs and issues of different institutional sectors and large-volume purchasers (i.e. hospitals, universities, schools, correctional facilities, state agencies, corporate campuses, sports and entertainment venues, etc.). Customize the Guide to Local Sustainable Meat and Poultry Purchasing to further address these differences.
7. Implement and evaluate the outcomes of chef and cook training programs for local sustainable foods in on-the-job training programs in institutional food service

departments, in culinary schools and in university hotel and restaurant management programs.

8. Perform a cost analysis on the number of cooked servings per pound between conventional and grass-fed meat.
9. Identify and address the market needs in a region for specific food items. Support local farmers that produce these specific regional foods and facilitate market opportunities and job growth in select communities by engaging institutional purchasing of these foods.
10. Support and evaluate the process of conventional farmers transitioning to sustainable agricultural practices by engaging reliable institutional purchases of these products during and after this transition.
11. Incorporate questions on hospital patient and employee satisfaction surveys to evaluate the level of knowledge of food production practices and the level of value placed on local sustainable foods, including meat and poultry. Compare survey outcomes before and after implementing local sustainable food purchasing initiatives, and educational and marketing campaigns.
12. Study the impact of consumer education on sales of local sustainable foods in institutional cafeterias.

PROJECT BENEFICIARIES

Beneficiaries of this project include:

- At least 11 local sustainable meat and poultry producers.
- At least 19 institutions including hospitals, nursing homes, hotels and a university.
- The patients, employees and visitors who eat at these hospitals and other institutions.
- The community members who go to these hospitals and other institutions to eat the food, not for a doctor's appointment or to visit a family member.
- Multiple businesses and employees in the region who experienced the benefits from the impact on the local economy as a result of the increased financial viability and local spending of the local meat and poultry producers.
- Residents in the surrounding communities and the general public who, over the long term, experience the health and environmental benefits from reducing the impacts of industrialized agricultural practices.
- The environment which, over the long term, also benefits from reducing the impacts of industrialized agricultural practices on the quality and health of the water, soil and the air.

ADDITIONAL RESOURCES

Related Tools & Resources from Other Organizations (Not Produced by this Project)

- **[Balanced Menus](#)** – an initiative to reduce overall meat purchasing and use the savings to purchase more local sustainable meat and poultry. This is an initiative of the Healthy Food in Health Care program of Health Care Without Harm.
 - [Balanced Menus Brochure with Strategies](#)
 - [Balanced Menus Implementation](#)
- **[Purchasers Guide to Sourcing Sustainable Poultry](#)** – published by Health Care Without Harm.
- **[Guide to Poultry Applicable Eco-Labels](#)** – published by Health Care Without Harm.
- **[Healthy Food in Health Care – Tools and Resources](#)** – published by Health Care Without Harm.
- **[Buying Better Chicken – A Resource to Buying Chicken Raised Without Antibiotics and Arsenic for Schools, Hospitals and Other Purchasers](#)** – a resource developed by the Institute for Agriculture and Trade Policy.

Note: During our work on this FSMIP project, we worked with Health Care Without Harm in collaboration with the Institute for Agriculture and Trade Policy (IATP) to identify suppliers of poultry that used sustainable agricultural practices. This above document was published by IATP in part due to the growing demand they identified from our project and other projects facilitating local and sustainable meat purchasing initiatives.

- New Tool: **[Online Resources for Hospitals Interested in Connecting to Sustainable Farmers, Producers](#)** – developed by the Institute for Agriculture and Trade Policy (IATP)
- **[Farm to Hospital Toolkit](#)** – by the Institute for Agriculture and Trade Policy

Pledges, Challenges, Campaigns and Policy Guides for Various Industry Sectors

Health Care

- [Healthy Food in Health Care Pledge](#)
- [Healthier Hospitals Initiative](#)

Universities

- [Real Food Challenge](#)
- [Association for the Advancement of Sustainability in Higher Education](#)

Schools

- [Farm to School](#)
- [School Food Focus](#)

Annual Campaigns

- | | |
|--|--------------------------|
| • National Nutrition Month | March |
| • Earth Day | April 22 nd |
| • Food Revolution Day | May 16 th |
| • Buy Local Challenge | Last week in July |
| • MD Homegrown School Lunch Week | Middle week of September |
| • Food Day | October 24 th |
| • Buy Fresh Buy Local | Year ‘Round |

Policy Guides

- [Sustainable Food Policy](#)

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Appendix A

Educational Conferences, Trainings and Meetings

USDA FSMIP Final Grant Report

Local Foods to Local Hospitals Project

September 1, 2010 – June 30, 2013

Hosted Educational Conferences, Trainings and Meetings

- **Conference – *Local Sustainable Meat and Poultry: Making the Shift in Institutional Purchasing* – May 5, 2011**
 - A regional conference hosted by MD H2E and Health Care Without Harm at the Ten Oaks Ballroom and Conference Center in Clarksville, Maryland.
 - Purpose: to address the barriers, identify solutions and share cost-effective strategies for establishing new purchasing practices of local sustainable meat and poultry at hospitals, universities, schools and other institutions.
 - Attendance: close to 100 people including food service professionals from hospitals, universities, school systems and food service management companies, farmers, distributors, meat processors, government representatives, agricultural and other non-profit organizations, and other key stakeholders in our regional food system.
 - Sponsors: University of Maryland Extension, Johns Hopkins Center for a Livable Future, Future Harvest-CASA, Practice Greenhealth, US Foodservice.
 - Exhibitors: 5 exhibitors including 4 producers and 1 distributor of local sustainable meat and poultry.
 - Sessions:
 - The Health and Environmental Effects of Large-Scale Meat & Poultry Production
 - Defining Sustainable Agricultural Practices
 - Ensuring the Safety of Local Meat and Poultry
 - Cost-Saving Purchasing Strategies Used by Leading Institutions
 - Selling to Institutions – The Farmers’ Experiences
 - Building a Partnership with Your Distributor: A Model for Purchasing Sustainable Poultry
 - Evaluations: Attendees gave very good reviews on conference evaluation forms.
 - [Videos and power point presentations.](#)
 - [Conference Resource Guide.](#)

- ***Chefs and Cooks Training – for Health Care and Other Institutions* – Oct 14, 2011**

- In partnership with the University of Maryland Eastern Shore and the Universities at Shady Grove, MD H2E hosted this educational and hands-on Chefs and Cooks Training.
 - Purpose: for chefs and cooks from hospitals and other institutions to learn the health benefits and culinary strategies for including local sustainable meat and poultry in the menu.
 - Attendance: 11 chefs and cooks from 6 hospitals and 1 university attended the training. Instructors participated from 1 hospital, 1 university and 1 food service management company.
 - Sponsors: Sodexo and Union Hospital of Cecil County.
 - Sessions:
 - Health & Environmental Effects of Large-Scale Meat & Poultry Production
 - Nutritional Benefits of Pasture Raised Meat & Poultry
 - Cost Saving Strategies
 - Cuts of Beef and Pork
 - Cooking Instruction – 5 Recipe Stations
 - Local Sustainable Lunch
 - Value Cuts of Poultry, Fabrication of Whole Chicken, Bone Broth Technique
 - Reworking Your Hospital Menu: Including Local, Sustainable and Seasonal Foods
 - [Chefs and Cooks Training Resource Guide.](#)
- **Conferences - *Environmental Excellence in Health Care – November 2010, 2011 & 2012*** – MD H2E hosted its annual conference at the University of Maryland School of Nursing which brought close to 200 attendees each year in 2010, 2011 and 2012. Local and national leaders in environmental sustainability in health care, including leaders in local sustainable food initiatives, shared their best practices and lessons learned in implementing these initiatives. These conferences served to not only engage food service professionals in healthy food initiatives but also engage hospital Green Team leaders and members, sustainability managers, hospital executives and clinicians including dietitians and nurses.

The Sustainable Food Presentations are Listed Below – presented at the Environmental Excellence in Health Care Conferences relative to this grant:

2010 Conference:

- **Mitigating Climate Change in Hospital Food Service**, Holly Emmons, RD, LD, MPA, *Food and Nutrition Services Manager, Union Hospital of Cecil County, Elkton, MD*
- **Growing a Comprehensive Sustainable Food Program**, Jason Saunders, *Executive Chef, Good Samaritan Hospital, Baltimore, MD*

2011 Conference:

- **Reducing Obesity and Its Costs by Improving the Hospital Food Environment**, Scott Burluson, MBA, FACHE, *Executive Vice President, Chester River Hospital Center, Chestertown, MD*, Nicole Morris, MS, RN, *Program Manager, Kent County Health Department, Chestertown, MD*.
- **Big, Bold Commitments to Healthy, Sustainable Foods** (included meat reduction strategies), Christina Vernon, AIA, LEED AP BD+C, *Senior Director of Sustainability and Environmental Strategy, Office for a Healthy Environment, Cleveland Clinic, Cleveland, OH*
- **From Deep Roots to Meatless Mondays**, Margie Ginsberg, RD, LDN, MPH, *Clinical Dietitian*, and Annette Fleishell, RN, BSN, *Performance Improvement Director, FutureCare Cherrywood Nursing & Rehabilitation Center (Nursing Home)*

2012 Conference:

- **Creating a Healthy Food IMPACT in the Hospital and Community**, Carolyn Billetdeaux, *Sustainability Associate*, and Robert Lazaro, *Community Affairs Executive, Inova Health System*.
- **Creating a Comprehensive Sustainability Engagement Program**
Carolyn Billetdeaux, *Sustainability Associate, Inova Health System*.

[Power Point Presentations for the 2012 Conference Sessions.](#)

Each year's conference also included:

- **An Exhibit Table of MD H2E Local Sustainable Food Initiatives**, which provided regional and national resources on strategies for purchasing local sustainable foods and for identifying local sustainable farmers, including meat and poultry producers.
 - **An Exhibit Table by Future Harvest – Chesapeake Alliance for Sustainable Agriculture**, (at the 2011 & 2012 Conferences) which provided information on their annual conference, year-round field days, and resources on local sustainable farmers. This includes their *Amazing Grazing* directories of producers of local sustainable beef, pork, poultry, bison, dairy and eggs in Maryland, Virginia, West Virginia and Delaware where the animals are raised outside on pasture.
 - **Local Sustainable Breakfast, Lunch, Snacks and Beverages**, including local sustainable meat/poultry, prepared by local farm-to-table restaurant/caterer Clementine and served at conference to model healthy, local sustainable and delicious foods and beverages that hospitals can implement at their facilities.
- **Chesapeake Food Leadership Council (CFLC) Meetings/Conference Calls**
- Purpose: Food service professionals from hospitals, universities, hotels, and other large purchasing institutions meet to discuss strategies and share best practices and lessons learned for purchasing more local sustainable foods.
 - Attendance: varied from 2 – 15 people
 - Frequency: initially monthly meetings with conference calls, then changed to quarterly meetings in 2012.
 - Discussions:

- Hospital food service professionals shared specific cost-saving and revenue generating strategies with other hospitals, nursing home, university, hotels, and entertainment venue.
 - Planned ahead for Buy Local Challenge and Holiday campaigns.
 - CFLC participant contacted local turkey and pork producers to identify products available and sustainable farming practices, then created list of these suppliers. MD H2E distributed the list of local sustainable meat and poultry producers to participants.
 - MD H2E compiled and distributed list of Cost-Saving and Revenue-Generating Strategies for Purchasing Local Sustainable Meat and Poultry.
 - Hosted meetings at various hospitals and a university throughout the Maryland region to increase outreach and access to variety of institutions.
 - Hosted meeting in collaboration with leading hospital prior to MD H2E Trailblazer Award Educational Event on best practices for local sustainable meat and poultry purchasing. This event included a Chef Demonstration on breaking down a whole turkey and included exhibits by local sustainable meat and poultry producers, local organic produce farmer, and other local vendors. Increased attendance by clinical dietitians from hospitals and nursing homes at this meeting.
 - Made announcements of and invitations to educational events and webinars.
 - Educational article written on the benefits of local sustainable poultry and disseminated to CFLC participants via email and to hospital CEOs via the Maryland Hospital Association weekly newsletter.
 - Surveyed CFLC participants on the types, cuts, volumes and frequency of their typical meat and poultry purchases, which was then summarized and shared with local sustainable meat and poultry farmers to provide insight into institutional food purchasing.
 - Surveyed the CFLC participants on their priorities and goals in attending the CFLC meetings. These priorities and goals included connecting with other food service professionals to learn and share best practices for purchasing local sustainable foods, food preparation and culinary practices, promotion and consumer education on local sustainable foods including local sustainable meat and poultry.
 - See full description of evolution of CFLC in full report – Pages 23-25.
 - A [CFLC website](#) was developed and the [CFLC web page on MD H2E website](#) was also developed.

- **Southern Maryland Meats Meeting – March 27, 2012**
 - Purpose: Hospital food service professionals and meat producers from the 5 counties of Southern Maryland met with Buy Local partner Southern Maryland Agricultural Development Commission to explore the possibility of the hospitals purchasing local sustainable meat and/or poultry from local farmers. While product was not readily available from the farmers, opportunities for purchasing and sales were identified by the food service professionals and the farmers.
 - Attendance:

- 5 hospital food service directors and 1 Green Team member from 4 of the 5 Southern Maryland hospitals in each 5 counties (3 in person and 2 via conference call)
- 8 meat and poultry producers from Southern Maryland counties who were all members of the Southern Maryland Meats Initiative, chair of SMMI included
- 2 representatives - Calvert County Department of Planning
- 1 representative – Agricultural Marketing Professional, St. Mary’s County Department of Economic Development
- 1 representative - Southern Maryland Agricultural Development Commission
- 1 representative - MD H2E
- Discussion:
 - Information on the Healthy Food in Health Care Program and the *Local Foods to Local Hospitals* meat and poultry purchasing initiative was shared with the local sustainable meat and poultry producers and other meeting attendees.
 - Cost-saving strategies for purchasing local sustainable meat and poultry were shared with both the hospital food service directors and the farmers.
 - Farmers shared the types of meat and/or poultry products they produced and their capacity to supply the hospitals with products now and in the near future.
 - Hospital food service directors shared the volumes, cuts and types of meat and poultry they typically purchase and use in their menus. They also shared the frequency with which they order these products and the percentage of fresh vs. frozen products they typically use.
 - Discussion also occurred about the general range of prices for the meat and poultry products that hospitals typically purchase.
 - Farmers expressed that they would need a lot of lead time to be able to supply a hospital with the volumes they needed since they did not have the capacity to supply the hospitals at the time of the meeting.
 - Farmers and hospitals agreed to follow up.

Engaged Food Service Professionals in Presenting and Participating in Other Organizations’ Educational Conferences, Meetings and Events

- **Engaged Food Service Professionals and Farmers in Giving Educational Presentations**
 - See Appendix E for full list of presentations given by CFLC participants.
- **Engaged Hospital Participation in Organizational Partners’ Networking Meetings & Special Events**
 - See full report – Page 11.

Appendix B: Webinars

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Webinars

MD H2E promoted webinars hosted by the Healthy Food in Health Care Program of Health Care Without Harm and the Healthier Hospitals Initiative. All of these free webinars are archived for future learning on the web page of [Archived Webinars of the Healthy Food in Health Care Program](#).

The specific webinars which provided education and best practices on local sustainable meat and poultry purchasing included:

- **Antibiotics & Agriculture: Protecting Public Health With Your Purchasing Dollars**
Recorded May 22, 2013
[View the recorded webinar online](#)
- **Saving Antibiotics: A Clinical Perspective on Antibiotic Overuse in Agriculture**
Recorded May 16, 2013
[View the recorded webinar online](#)
- **Balanced Menus - Meat Reduction and Sustainable Meat Procurement for Health Care**
Recorded November 8, 2012
[View details and recording](#)
- **Local & Sustainable Food Purchasing and Policies in Healthcare**
Recorded September 13, 2012
[View details and recording](#)
- **The Role of Physicians and Other Health Care Professionals in Creating a Healthier Food System**
Recorded November 10, 2011
[View details and recording](#)
- **The Role of the Environment and How to Promote Greener and Cleaner Food for Maternal and Child Health**
Recorded November 3, 2011
[View details and recording](#)

- **Clinical Guidance to Help Your Patients Make Healthier Food Choices**

Recorded October 27, 2011

[View details and recording](#)

- **Organic Foods, Pesticides and Sustainable Food Production**

Recorded November 4, 2010

[View the recorded webinar online](#)

View individual presentations by:

[Kathryn Gilje](#) (pdf)

[Holly Emmons, RD, LD, MPA](#) (pdf)

[Joel Forman, MD](#) (pdf)

- **Antibiotics Overuse: Why Healthcare Should Care about Agriculture Use**

Recorded October 7, 2010

[View the recorded webinar online](#)

View individual presentations by:

[David Wallinga, MD, MPA](#) (pdf)

[Diane Imrie, MBA, RD](#) (pdf)

[Robert Martin](#) (pdf)

- **Healthy Food in Healthcare: The Role for Healthcare in Food and Agriculture Policy**

Recorded September 9, 2010

[View the recorded webinar online](#)

View individual presentations by:

[Robert Lawrence, M.D.](#) (ppt)

[Eecole Copen M.S., R.D., L.D.](#) (ppt)

[Jamie Harvie, P.E.](#) (ppt)

Appendix C

Definitions of Local and Sustainable Food

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Definition of Local Food

Maryland Hospitals for a Healthy Environment (MD H2E) and the Chesapeake Food Leadership Council (CFLC) adopted the definition of local food from the national Healthy Food in Health Care Program of Health Care Without Harm:

Local food is defined by Health Care Without Harm as food that is grown or produced, processed, packaged and distributed within a 250-mile radius of the purchasing institution (or individual). This includes but is not limited to vegetables, fruit, dairy products, seafood, meat, poultry, grains, legumes, etc. Processed foods, especially those with multiple ingredients including breads and other bakery items, jams, etc., can be defined as local if the majority of ingredients (>50% by weight) are grown or produced, processed, packaged and distributed within a 250-mile radius.

Special Note: While supporting local food businesses (i.e. local bakeries and local coffee roasters) is important, this food is typically not considered “local food” since the majority of the ingredients are not typically produced within a 250 mile radius (except for local bakeries using flour made from grains grown on farms within a 250 mile radius).

Definition of Sustainable Food

MD H2E and the CFLC are striving to adopt the [definitions of sustainable foods from the national Healthy Food in Health Care Program](#) of Health Care Without Harm which sets a minimum standard of third party certification and/or USDA- or FDA-approved label claims in order to identify a food item as sustainable (**see below**). These standards were difficult to adopt during this project because all of the small-scale local meat and poultry producers that we worked with did not have third party certification or a USDA/FDA approved label claim. Only the mid- to large-sized local sustainable farmers had third party certification to verify their sustainable agricultural practices.

Health Care Without Harm’s Definition of Sustainable Foods:

Sustainable food is defined by Health Care Without Harm (HCWH) and the Healthier Hospitals Initiative (HHI) as third-party certified, i.e., USDA Certified Organic, Food

Alliance Certified, Certified Humane Raised and Handled, Animal Welfare Approved, Salmon Safe, NON GMO Project, Marine Stewardship Council, Rainforest Alliance Certified, Protected Harvest, Fair Trade Certified, Bird Friendly

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).

Since most of the local meat and poultry producers in the region did not have these third party certification or an approved label claim, MD H2E and the CFLC selected minimum standards of sustainable agricultural practices.

Minimum Standards for Sustainable Agricultural Practices by Local Meat and Poultry Producers:

1. No routine use of antibiotics
2. No arsenic additives
3. No added growth hormones

Ideal standards for sustainable agricultural practices also included:

1. Raising animals outside on pasture
2. Feed that is not genetically modified

Communication between the farmers, the institutions and the project coordinator combined with the farmer publicly acknowledging their sustainable practices via their website and/or promotional materials were the primary methods used for identifying the farmers' agricultural practices during this project. Farmers and institutions were also informed of the third party certifications and approved label claims that are available and were encouraged to apply for one of them. MD H2E and the CFLC continue to work with and provide support to farmers in achieving at least one form of verification or approved label claim. This will support consistent, meaningful and reliable reporting of the institutions' purchases of sustainable foods.

Additional Resources for the Definition of Sustainable Food:

- [Sustainability Certifications and Label Claims](#)
- [Purchasing Guides and Sample Contract Language for RFPs to GPOs and Distributors:](#)

- For each of the following foods:
beverages, dairy, eggs, meat, oils & shortenings, poultry, processed food,
produce (fresh, frozen and canned), grains and legumes, seafood.
- There is also a guide on contract conditions for food distributors.
- [Food Eco-Labels: A Purchasing Guide](#)
- [Guide to Poultry Applicable Eco-Labels](#)

Appendix D

Results of the Buy Local Challenge

USDA FSMIP Final Grant Report

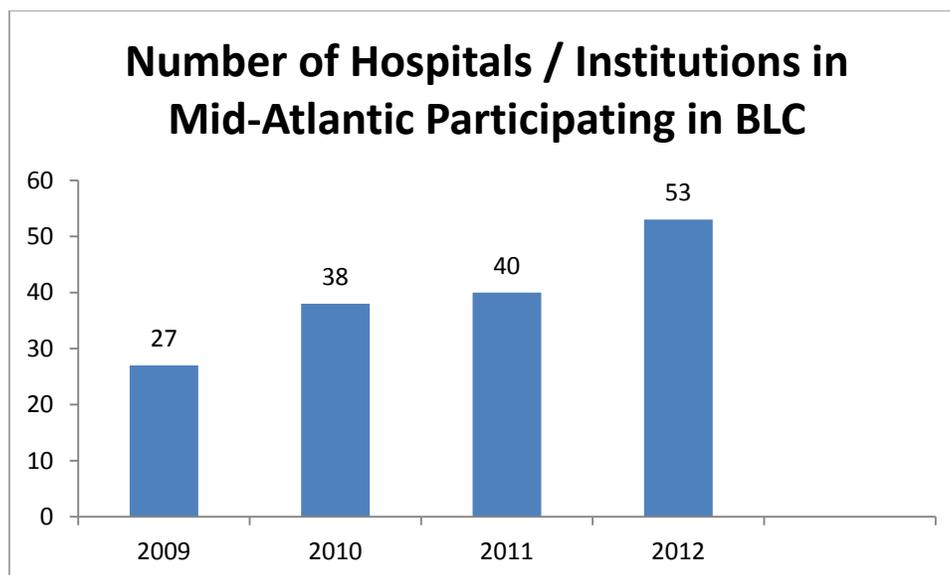
Local Foods to Local Hospitals Project

September 1, 2010 – June 30, 2013

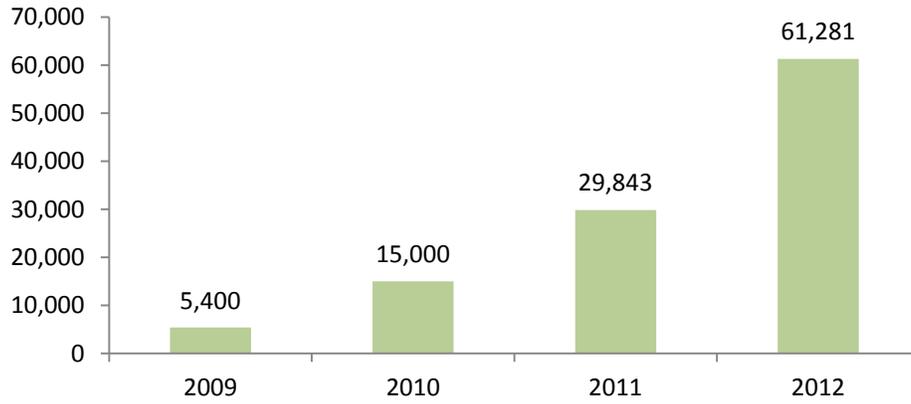
The annual Buy Local Challenge has been promoted to hospitals since 2009 to engage hospital food service professionals in purchasing local foods, including local sustainable meat and poultry. It also engages employees, patients and visitors in purchasing more local sustainable foods. During the grant period, the Buy Local Challenge was hosted in July 2011 and 2012.

2 Ways to Participate:

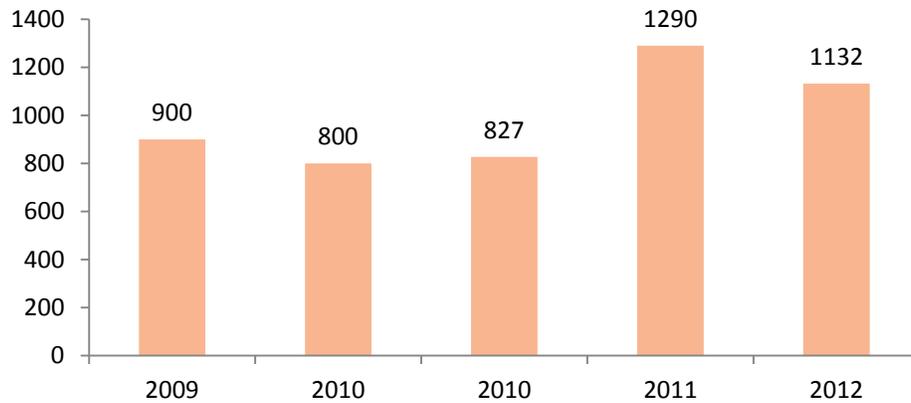
1. Health care facilities pledge to serve at least 1 local food each day during Buy Local Week
 2. Employees, patients and community members take pledge to eat at least 1 local food each day during Buy Local Week
- A summary of the 2013 Buy Local Challenge and previous years can be found in the [MD H2E Report – 2013 Health Care Buy Local Challenge](#).
 - Hospitals that purchased local sustainable meat and/or poultry during the Buy Local Challenge can be found in the [Sustainable Food Newsletters](#).
 - Below are charts that demonstrate the growth in participation since the Buy Local Challenge began. Health care facilities from Maryland, the District of Columbia and Northern Virginia participated. Charts show comparisons to previous years in 2009 and 2010.
 - The 2012 campaign was promoted nationally as a pilot by Health Care Without Harm.



Total Dollars Spent on Local Foods by Mid-Atlantic Hospitals During BLC



Number of Health Care Employees, Community Members Taking the BLC



Appendix E

Recognition of Hospital Achievements and Dissemination of Best Practices and Resources

USDA FSMIP Final Grant Report

Local Foods to Local Hospitals Project

September 1, 2010 – June 30, 2013

The hospitals' successes and best practices were recognized and promoted in newsletters, presentations, publications, websites, press releases, and awards. This served to not only inspire the leaders to continue advancing their local sustainable food purchasing programs, it also served to engage additional food service professionals at other institutions to increase their local sustainable food purchases.

Awards and Recognition of the Hospitals' Achievements

Carroll Hospital Center

- [1st Place – 2011 Food-Climate-Health Connection National Award](#) - from the Healthy Food in Health Care Program of Health Care Without Harm – September 27, 2011.
- [Gold Restaurant Award](#) – from The Partnership for a Healthier Carroll County – for meeting 100% of the required healthy food options – August 25, 2010.
- [2011 Maryland Hospitals for a Healthy Environment Trailblazer Award](#) – November 2011
- [Alliance for Workplace Excellence EcoLeadership Award 2010, 2011, and 2012 Award](#) to employers demonstrating visionary leadership and an outstanding commitment to environmentally sustainable workplaces and efficient use of resources.
- Hospital News Spring 2012 – A magazine for the community of Carroll Hospital Center Page 5 – [Hospital Dining Menus Go Green](#)

FutureCare Cherrywood Nursing and Rehabilitation Center

- [Governor's Buy Local Cookout Recipe Contest](#) – July, 2012. FutureCare Cherrywood was the 1st health care facility in Maryland to be selected as one of the recipe contest winners. They showcased and sampled their recipe at the Governor's Buy Local Cookout and were also featured in the [Governor's 2012 Buy Local Cookbook](#). They made "Cherrywood Fiesta Herb Encrusted Chicken" using local sustainable chicken, bacon, vegetables and honey from Farmer Tom's Farm Fresh, as well as herbs from the nursing home residents' *Deep Roots Garden and Garden Club*.
- [1st Place – 2012 Taste of the Town annual competition](#) hosted by the Reisterstown-Owings Mills-Glyndon Chamber of Commerce in Reisterstown, MD, against local restaurants, bakeries and deli's with over 200 people attending the event from their

surrounding communities. FutureCare used the same recipe as they did in the Buy Local Cookout recipe contest listed above.

Union Hospital of Cecil County

- [1st Place 2013 Exemplary Food Service Professional National Award](#) by Health Care Without Harm Presented to Holly S. Emmons, Food and Nutrition Services Manager, Union Hospital of Cecil County, Elkton, MD – May 16, 2013
- [2011 Maryland Hospitals for a Healthy Environment Trailblazer Award](#) – November 10, 2011
- [2011 Maryland Outstanding Rural Health Achievement Award](#) – November 9, 2011
- Governor Martin O'Malley's first [Smart, Green and Growing Buy Local Agricultural Challenge Award](#) – July 25, 2011

Recognition, Promotion and Dissemination of Best Practices and Resources

Newsletters

- [MD H2E Sustainable Food Newsletters](#)
- [MD H2E News Round Up](#) (includes a Sustainable Foods Page)

Press Releases

By Maryland Hospitals for a Healthy Environment (MD H2E)

- [Hospitals Across the Region Increase Local, Sustainable Food Purchases in 2011, More Growth Predicted for 2012](#). January 19, 2012.
- [38 Health Care Facilities Meet Challenge to Buy Local Foods](#). September 9, 2010.

By Health Care Without Harm (HCWH)

– which include Maryland and food service professionals which won awards.

- [HCWH Announces 2013 Healthy Food in Health Care Awards](#). April 26, 2013.
- [Health Care Without Harm Announces 2011 Sustainable Food in Health Care Awards](#). September 27, 2011.

Menu of Change Reports

These national Menu of Change reports are published by Health Care Without Harm on the healthy food initiatives taking place at hospitals throughout the country. MD H2E contributes to these reports as a regional organizer of Health Care Without Harm by submitting stories of initiatives which showcase the accomplishments of Maryland hospitals. Award-winning hospitals from Maryland (listed above) are also featured in each of these reports below.

- [Menu of Change: A 2013 Program Report with Highlights, Awards and Survey Results](#)
- [Menu of Change: A 2011 Program Report with Highlights, Awards and Survey Results](#)

Media Coverage

Hospitals in the News

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- Savage, L. (2011, January 8). [A Healthy Relationship Hospitals Local Food Programs Benefit More Than Patients](#). Lancaster Farming. Retrieved from www.lancasterfarming.com.

Case Studies

Case studies and best practices of Maryland hospitals’ meat and poultry purchasing initiatives were published during the grant period by Health Care Without Harm.

- [Health Care’s Commitment to Sustainable Meat Procurement – Four Case Studies](#) – Morrison Management Specialists is featured in this case study by Health Care Without Harm as a leading example of purchasing sustainable meat directly from a local meat producer at several hospitals in Maryland
- [Balanced Menus Brochure](#) – Union Hospital of Cecil County in Elkton, Maryland is listed as a leading national example case study in this brochure for her reduction of industrialized meat and increases in sustainable meat and poultry purchasing.
- [News from the Field – Sustainable Purchasing by Award Winning Union Hospital of Maryland](#) – by Health Care Without Harm – June 2013
- [A Healthiest Maryland Business Success Story - Fresh, Local Foods Make Hospital Healthier](#) – by the Department of Health And Mental Hygiene – Summer 2013

Presentations

Many presentations were given by MD H2E and by participants of the Chesapeake Food Leadership Council (CFLC) which further disseminated the best practices on local sustainable meat and poultry purchasing. The CFLC participants’ presentations included:

- **Anders Grant, MS, RD, LD**, Clinical Dietitian, Carroll Hospital Center; Co-Convener of the Chesapeake Food Leadership Council

- 2012 Kellogg Foundation Meeting – Anders Grant was invited by Health Care Without Harm to present as a national leading model at this meeting to showcase and educate grantees about their best practices for reductions in industrialized meat and increased purchasing of local sustainable meat and poultry.
- [Local Sustainable Meat & Poultry: Making the Shift in Institutional Purchasing](#) – conference hosted by Maryland Hospitals for a Healthy Environment – May 5, 2011.
- [Trailblazer Education Event and Presentation](#) – host – Carroll Hospital Center – July, 2011.
- **Lou DeMaio**, Executive Chef, Carroll Hospital Center
 - Institute for a Healthiest Maryland Academic Partners Meeting - February 14, 2014
 - The hospital’s executive chef participated with 6 other chefs, primarily from hospitals, in preparing the 4-course local sustainable “Balance-Meets-Taste” dinner fundraiser hosted by the CFLC at the Pier 5 Hotel in 2010.
- **Brenda O’Connor, RD, RN, BSN**, Dietitian Supervisor, Union Hospital of Cecil County
 - Sustainable Food Culture Conference, hosted by Kaiser Permanente of the Mid-Atlantic States – June 6, 2011.
- **Holly Emmons, RD, LD, MPA**, Food and Nutrition Services Manager, Union Hospital of Cecil County; Co-Convener of the Chesapeake Food Leadership Council.

Conferences

- [Beyond Local Food: Preserving Antibiotics and Policy Engagement](#), Michigan Green Health Care Annual Conference – September 11-12, 2013.
- [Future Harvest – Chesapeake Alliance for Sustainable Agriculture](#) – Annual Conferences, Buyer Driven Farm Growth–2013; Sustainable Communities–2011
- Advocacy on Environmental Issues – hosted by the Maryland Health Care Sustainability Leadership Council, December 2012.
- [Environmental Excellence in Health Care Conferences](#) – hosted by MD H2E – Presentations were given on the Chesapeake Food Leadership Council in 2012, Local Sustainable Food Purchasing in 2011, and A Showcase of Best Practices: Mitigating Climate Change in Hospital Food Service in 2010.
- [Trailblazer Education Event](#), host -Union Hospital of Cecil County, March 2012
- Hot Topics in Healthy Foods Linking Sustainability, US Foods 2011 Celebrity VIP Healthcare Symposium, 2011.
- Cost-Saving Strategies for Purchasing Local Sustainable Meats, FoodMed 2011 – hosted by Health Care Without Harm – October 2011.
- [Local Sustainable Meat & Poultry: Making the Shift in Institutional Purchasing](#) – hosted by Maryland Hospitals for a Healthy Environment – May 5, 2011.
- Low Carbon Menus: Less Meat, Better Meat for Healthier Hospital Food. Presentation and cooking demonstration at the [Cut to the Core Culinary Competition](#) hosted by North Carolina Prevention Partners – October 2010.

Webinars

- [Balanced Menus – Meat Reduction and Sustainable Meat Procurement for Healthcare](#) – hosted by the Healthier Hospitals Initiative and Health Care Without Harm – November 8, 2012.
- [Organic Foods, Pesticides & Sustainable Food Production](#) – sponsored by the American Medical Association, in partnership with Health Care Without Harm and Kaiser Permanente – November 4, 2010.

Further Dissemination of Best Practices and Resources

Best practices and resources were disseminated by MD H2E through listservs, conference presentations and conference exhibiting to a variety of regional and national audiences including food service professionals, sustainability managers and green team members at hospitals, nursing homes and other large food purchasing institutions (universities, hotels, entertainment venues), farmers, distributors, other food vendors, non-profit organizations, government agencies and other community stakeholders.

- MD H2E listserv – close to 2000 contacts including health care providers, vendors, farmers, distributors and other stakeholders in Maryland, the District of Columbia and surrounding regions.
- Food Med 2011 Conference Presentations – over 200 attendees.
- Environmental Excellence in Health Care Conferences 2011 and 2012 – Presentations, Local Sustainable Foods Exhibit Table and Virtual Exhibit Hall - close to 200 attendees.
- Local Sustainable Meat & Poultry Conference – close to 100 attendees from the Mid-Atlantic Region.
- Chefs and Cooks Training – close to 20 chefs and cooks from hospitals and a university
- Healthy Food Listserv of Health Care Without Harm.
- MedChi E-Newsletter (The Maryland State Medical Society).
- Maryland Academy of Nutrition and Dietetics E-Newsletter and Annual Conference Exhibit Table.
- Association of Nutrition and Foodservice Professionals Spring and Fall Conferences – Presentations and Exhibit Table.
- American Culinary Federation – Maryland and Greater Baltimore Chapters – Newsletter, Listserv and Website.
- Community Food Security Coalition (ComFood) Listserv.
- Future Harvest – Chesapeake Alliance for Sustainable Agriculture Annual Conference – Presentations and Exhibit Table – over 200 attendees; also Future Harvest Listserv.

Appendix F

Length of Time Needed for Farmers to Produce Large Volumes of Meat or Poultry

USDA FSMIP Final Grant Report

*Local Foods to Local Hospitals Project
September 1, 2010 – June 30, 2013*

Local sustainable meat and poultry producers need adequate lead time if institutions want to launch large purchasing initiatives of meat or poultry.

- Some small-scale meat and poultry farmers have an extra supply of certain products that they can sell to institutions on short notice. Yet for large volumes of products, local meat and poultry producers need adequate advanced notice to be able to breed their animals or request animals from a breeder, raise the livestock, and then process, package and store their products until the institution purchases them.
- Several variables influence the time from birth until processing including genetics of the breed, conventional vs. heritage breeds, conventional vs. pasture-raised production methods, grain-fed vs. grass-fed, quality of grain or grass, weather conditions, and the weight of desired product.
- Below are the average lengths of time needed for meat and poultry producers to produce large volumes of meat and poultry for institutional purchases.
 - **Beef: 2 – 3.5 years**
 - Gestation = 9 months
 - Birth to Processing
 - Conventional Beef = 24-30 months
 - Grass-fed, Grain-finished = 14-16 months
 - Pasture-raised Beef = 18-28 months
 - **Pork: 10 - 11 months**
 - Gestation = 145 days (3 months, 3 weeks, 3 days)
 - Birth to Processing
 - Conventional Pork = 6 months
 - Heritage Breeds = 7 months

- **Lamb: 10 – 12 months (1 year)**
 - Gestation = 5 months
 - Birth to Processing
 - 5 months for Grain-finished
 - 7 months for Grass-finished

- **Turkey: 5 - 6 months**
 - Gestation = 1 month (30 days)
 - Birth to Processing
 - Conventional Turkey = 4 months (16 weeks)
 - Pasture-raised Turkey = 5 months (20 lbs. - 1 week/lb.)

- **Chicken: 2.5 – 3 months (10 – 15 weeks)**
 - Gestation = 24 days
 - Birth to Processing
 - Conventionally-Produced Chicken = 7 weeks (42 days)
 - Pasture-raised Chickens = 8-10 weeks
 - Heritage Chickens = 12 weeks

Guide to Local, Sustainable Meat and Poultry Purchasing for Hospitals and Other Institutions

INTRODUCTION

As the demand for local and sustainable food continues to grow, hospitals and other institutions are responding by expanding their purchases to include meat and poultry produced by local farmers using sustainable agricultural practices. Many questions arise when food service professionals begin to consider how and where to purchase these products. They need to be certain that food safety concerns are being addressed and health regulations are being met. They also need effective strategies to address increased costs and purchasing logistics.

This guide shows food service professionals in health care how to purchase local, sustainable meat and poultry both safely and cost effectively. This guide can also be used by other large volume purchasing institutions including universities, schools, corporate campuses, state agencies and correctional facilities.

HOW TO SOURCE LOCAL, SUSTAINABLY RAISED MEATS

This section provides a comprehensive list of the issues that need to be addressed and the strategies that can be used through existing and alternative supply chains when purchasing local sustainable meat and poultry.

Defining Local and Sustainable

Local food is defined as food that is grown or raised, processed, packaged and distributed within a 250 mile radius of the purchasing institution. Processed foods can be defined as local if the majority of ingredients (>50% by weight) meet all of these criteria. Foods from local businesses are not considered local foods unless their foods meet these criteria. Distributors and other sources may have a different definition for local foods, so it is important to clarify which of their products meet this definition above.

Sustainable food is generally defined as food produced without harm to the environment or to people and/or food that is regenerative to the environment, healthy for consumers and producers, fair in terms of wages and working conditions for farmers and farm workers, respectful of animal welfare, and supportive of the economic well-being and sustainability of rural and urban communities. Third party certifications are the best way to verify that sustainable practices have been used by the producer.

Sustainable meat or poultry is defined as third-party certified by one of the following certifications: USDA Certified Organic, Food Alliance Certified, Certified Humane Raised and Handled, Animal Welfare Approved, NON GMO Project Verified,

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); "Grass-fed" (products from ruminants such as beef cattle, dairy cattle, lamb.).

For more detailed information, visit: [Sustainability Certifications and Label Claims](#) and the [Guide to Poultry Applicable Eco-Labels](#). It should be noted that [“free range”](#) and [“natural”](#) are not included as sustainable label claims.

A dilemma arises when small producers often do not have third party certification to verify their farming practices. Hospitals and other institutions can explore local producers' practices by visiting their farms, asking about their production practices and looking for public acknowledgement of their farming practices on their website and in promotional material. Sustainable practices to look for include: no routine use of antibiotics, no arsenic additives and no added growth hormones. Non-GMO feed and grass-fed or pasture-raised are also ideal.

1. Purchase Through Existing Supply Chains

Ask your existing distributors for their lists of local and sustainable meat and poultry products and for their definitions of the terms local and sustainable. If your current distributors do not carry these products, here are steps you can take to address this:

- **Work with your distributor to identify and purchase sustainable products, ideally from local farmers.** Emory Healthcare in Atlanta, GA identified and introduced a local sustainable chicken producer to their broadline distributor and now serve this farm's chicken on their patient and cafeteria menus daily.
- **Aggregate demand with other hospitals to communicate interest to distributors.** Hospitals from the San Francisco Bay Area Health Care Leadership Council signed a letter to their broadline distributor and successfully engaged their distributor in carrying a local sustainable poultry product.
- **Ask your group purchasing organization (GPO) to include sustainable products on contract.** Hospitals from across the country sent a letter to their GPO Premier in 2011 requesting sustainable chicken. As a result, Premier now provides sustainable chicken to its members at a more affordable price.¹ Send your GPO these guides to include more sustainable options on contract: [GPO Purchasing Guides](#).
- **Seek alternate local distributors and food hubs as sources of local, sustainable meat.**
- **Use this [Sustainability Language for RFPs or Contracts with Distributors](#).**

Working with Food Service Management Companies

If your hospital is managed by a food service management company, communicate your preferences for local, sustainable meat and poultry, and include procurement and tracking goals. When seeking out new contractors, you can include [Sustainability Language for RFPs for Food Service Management Companies](#) that specifically outlines the inclusion of local, sustainable food purchasing, and tracking and reporting.

- Sodexo purchases chicken raised without antibiotics for 95% of the chicken served at MedStar Montgomery Medical Center in Bethesda, MD in both their cafeteria and patient menus. This chicken is an approved product on Sodexo's product list for hospitals throughout the entire U.S.

2. Purchase Direct from a Local Sustainable Farmer

Purchasing directly from a local farmer is another effective approach to buying local sustainable meat and poultry since it may offer the opportunity to negotiate a better price for both the institution and the farmer. This cost savings can offset the time involved with ordering from a smaller supplier. Even more valuable are the relationships that can develop between the farmer, food service staff, other employees and the facility's customers. These relationships can bring many rewards including staff pride and job fulfillment, a greater respect for the food being prepared, and successful sales from satisfied and more engaged customers.

To find local sustainable meat and poultry producers, contact your state department of agriculture, state livestock association, or your region's sustainable agriculture organization. Another option is to search national websites for farms in your state including www.eatwild.org, www.americangrassfed.org, and www.localharvest.org.

Food Safety and Purchasing Direct from Farmers

As institutions caring for vulnerable patients, hospitals are rightly concerned about food safety. When purchasing directly from producers, it is important for hospitals, and all other types of institutions, to know that the product they are purchasing is safe. A number of questions are important to ask including:

1. For beef, pork, lamb or bison: Was it **slaughtered by a facility under “Continuous USDA/FSIS Inspection”** or **“USDA approved equivalent State Inspection”** as required?
2. For poultry: Was it **slaughtered by a facility under “Continuous USDA/FSIS Inspection”** or **“USDA approved equivalent State Inspection”** or, if exempt from USDA continuous inspection (slaughter less than 20,000 of own production per year-intrastate sales only), **in a “State-Inspected Facility”**?

Contact your State Department of Agriculture to find out if they have a mandatory inspection program or a voluntary certification program for on-farm slaughter facilities.

It is important to know that some states do not require poultry producers who slaughter under 20,000 birds of their own production per year to have a state inspection or state certification in order to sell their products off the farm. Institutions should not purchase meat or poultry from farms that do not have their products slaughtered at a facility under “Continuous USDA/FSIS inspection,” or under “USDA approved equivalent State Inspection” or in a “State-Inspected Facility.”

3. Is the **producer licensed to store and transport meat and poultry by a state or local food safety agency** (generally located in a state or local department of health or agriculture)?
4. **Does the farmer carry liability insurance?** Check with your administration and food service management company on the level of insurance they require from farmers. Note that the amount of liability insurance a buyer requires often determines the feasibility of a local

producer being able to sell their product to an institution. Explore workable options for both the institution and the producer.

NOTE: “Continuous USDA/FSIS Inspection” requires meat and poultry slaughter facilities to have an established HACCP program (HACCP or Hazard Analysis and Critical Control Points is a regulatory compliance program of the USDA Food Safety and Inspection Service (FSIS) to help ensure the safety of the meat, poultry and egg products supply). **Some State Inspection and State Certification Programs also require that a HACCP Program** is in place. Check with your state department of agriculture on the requirements of their program.

Useful resources include the [Farm Direct Food Safety & Sustainability Guide](#) and the [Producer Questionnaire on Food Safety and Sustainability Practices](#) (these regional resources are largely applicable in other areas). Also, the county or state health department, county or state department of agriculture, or university extension office can provide additional resources in your region.

Working with Food Service Management Companies

Hospitals and health systems can [request that their food service management companies](#) purchase local sustainable meat and/or poultry for their cafeteria and patient menus.

- MedStar Health in Baltimore, MD asked Morrison Management Specialists to purchase local sustainable beef and now 6 of their hospitals in Maryland and Washington, D.C. purchase local sustainable beef directly from the producer for all of the hamburgers served daily in their cafeterias.

MAINTAINING A BALANCED BUDGET

Hospitals and other institutions can balance their budgets using a variety of strategies to shift from industrialized meat and poultry to local sustainable products. They can also increase customer satisfaction and revenue from increased sales.

One effective strategy is [Balanced Menus](#), a two-tiered approach to reduce meat and poultry purchases and invest the cost savings in sustainable meat and poultry options. Hospitals can also utilize other [Cost Saving and Revenue Generating Strategies for Purchasing Local Sustainable Meat and Poultry](#). Effective strategies of the Balanced Menus’ “Less Meat, Better Meat” initiative include:

- Reduce portion sizes, substitute with vegetarian ingredients, use meat as a condiment in a meal rather than at the center of the plate.
- Select economical cuts of meat, purchase larger cuts or whole animals at a better price per pound, reduce reliance on higher-priced, pre-cooked or processed meats.
 - Oregon Health and Sciences University Hospital in Portland, OR gets a better price per pound for beef by purchasing whole cows which are custom processed into ground beef and other cuts at an offsite USDA inspected processor.
- Engage chefs in using culinary skills and in training kitchen staff to use all parts of whole animals for soup stocks, marinades, and [new recipes](#) to highlight the flavors of the meals. Train staff to break down whole, unprocessed meat.

- Union Hospital of Cecil County in Elkton, MD purchases and breaks down whole chickens and turkeys and uses the bones, backs and necks to make soup stock.
- Collaborate with other institutions on regional purchasing initiatives to get better prices.
- Incrementally increase prices of unhealthy foods and lower prices of healthy, sustainable foods, including meat and poultry, to incentivize healthy choices and balance the budget.
- Increase revenue by promoting your sustainable foods to your customers including why you are serving them and which farms you are supporting. Use posters, menu labels, and point-of-sale [marketing materials](#) to encourage your customers to purchase healthier, sustainable foods.
 - New Milford Hospital in New Milford, CT promoted their healthy/sustainable dinner menu to senior centers, subsidized the meal as a community benefit, and still increased their revenue during dinner service, which had previously been their lowest grossing meal service. They also promoted their sustainable menu to the larger community and attracted more diners to their facility for all meals throughout the day, generating additional revenue for the cafeteria.

ADDITIONAL RESOURCES

Contact a Healthy Food in Health Care regional organizer for assistance and more information:

- [Regional Organizers](#) - Healthy Food in Health Care Program, Health Care Without Harm

These organizations can provide purchasing support to institutions in other industry sectors:

- | | |
|---|--|
| <ul style="list-style-type: none"> ● Association for the Advancement of Sustainability in Higher Education | <ul style="list-style-type: none"> ● Farm to School ● Real Food Challenge ● School Food Focus |
|---|--|

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ⁱ Press Release, 2011. HCWH Applauds Premier Healthcare Alliance for Contract that Provides Healthier, More Sustainable Chicken to Health Care Members. *Health Care Without Harm*. September 6, 2011. <https://noharm-uscanada.org/articles/press-release/us-canada/hcwh-applauds-premier-inc-contract-sustainable-chicken> (accessed December 2014).