

# STANFORD HEALTH CARE FOOD TRANSFORMATION JOURNEY

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Stanford Health Care, recognized as one of the nation's best health systems, is transforming its Food Services through its partnership with Sodexo. The Food Transformation Journey at Stanford Health Care is a story of leadership, vision, innovation, collaboration, and the rediscovery of nourishing local fare. Together, Stanford Health Care and Sodexo have embraced a sustainable approach to Food Service that has produced higher sales and tapped into an underserved segment of customers. With guidance from a local chef and Sodexo's Executive Chef, Stanford Health Care now offers healthier, better quality food that is seasonal and local, antibiotic- and hormone-free, organic, and plant-based.

The goal of this white paper is to tell the story of the Food Transformation Initiative at Stanford Health Care and describe how Sodexo has been a key partner in fostering and sustaining positive change for patients, staff, visitors, and the organization as a whole.

## Stanford Medicine Profile

Stanford Medicine encompasses the Stanford School of Medicine, Stanford Health Care and Stanford Children's Health. Stanford Medicine is leading the biomedical revolution through discoveries that result in practical improvements to human health. The first successful adult human heart transplant in the country and the

first combined heart-lung transplant in the world were performed at Stanford.

Stanford Health Care is a leading academic health system, specializing in the treatment of rare, complex disorders in such areas as cardiac care, cancer, neuroscience, surgery and organ transplants. It was founded in 1959 as the Palo Alto-Stanford Hospital Center and, today, is the only Level-1 trauma center between San Francisco and San Jose. It has 613 licensed beds, 49 operating rooms, 1,450 faculty physicians and 1,016 interns and residents. There were 520,882 ambulatory visits in 2013. The new, 824,000 square-foot Stanford Hospital will open in 2018.

Stanford Children's Health is a leader in every pediatric and obstetric specialty. Established in 1991, the 311-bed hospital, in collaboration with a network of 100 Stanford Children's Health locations throughout the U.S. western region, provides care for nearly 400,000 patient visits a year. The hospital has 946 medical staff, 3,277 employees and 824 volunteers. The hospital is undergoing a 150-room expansion, opening in early 2017, which will create the most technologically advanced and environmentally friendly children's hospital in America.

## Scope of Sodexo Services at Stanford Health Care

Sodexo provides Stanford Health Care management solutions in five distinct departments: Food and Nutrition Services, Environmental Services, Service Response Center, Patient Transportation, and Patient Equipment Management Services. Sodexo strives to provide Stanford Health Care with predictable cost and quality outcomes while achieving established goals and bringing innovation and best practices. The focus of this document will be on the Food and Nutrition Services.

Sodexo provides food and nutrition services at Stanford Medicine and Stanford Children's Health via the popular "At Your Request" dining program. HealthTouch is used to support Menu order entry, nutrient analysis and on-time tray delivery. Visits from the Patient Ambassador and chef, along with a mystery shopper program, have helped drive satisfaction. With this system, 95% of patient trays are delivered within 45 minutes of order placement.

## Client Vision and the Food Transformation Initiative

Stanford Health Care's mission statement is as follows: *Stanford Health Care seeks to heal humanity through science and compassion, one patient at a time, through its commitment to care, educate, and discover.*

Given that Stanford Health Care seeks to provide patients with the very best in diagnosis and treatment, it was only fitting to bring its food offering up to that same outstanding quality. There was a real desire to change the face of the food service at Stanford Health Care. The food offerings were not aligned with the outstanding level of health care, nor were they reflective of the food culture of the surrounding environs of Northern California.

### Key Food Service Facts for Stanford Health Care

- 1.8 million meals served annually
- 7.5 million annual food purchases
- 5 million compostable product purchases

The Food Transformation began in 2013 with the formation of a Committee consisting of members of the culinary, clinical nutrition, patient advocacy, employee wellness, and business operations staff. Also in 2013, efforts to renovate the Café were discussed, as was improving the customer experience by addressing space design, customer flow, and cashier lines. The next hurdle was to transform the Grill Station offerings, and the new Grill was launched in 2014. Subsequently, a Farmers' Market, Local Fare, Bakery Case, and new Grab & Go offers were introduced.

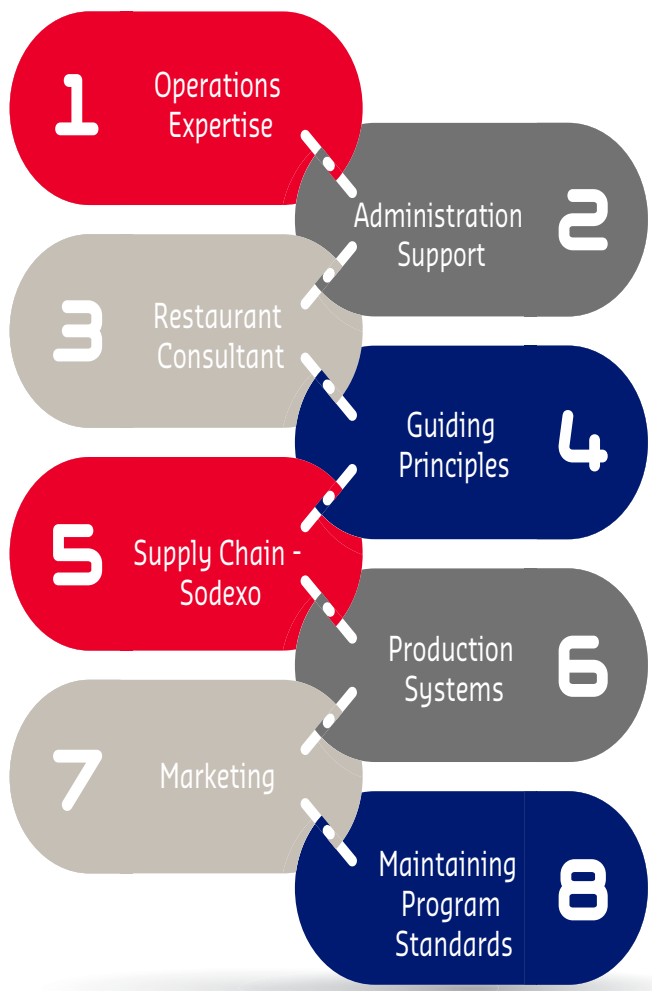




Sodexo was instrumental in working through the supply chain issues to make the Food Transformation happen. Timothy O'Kelly, Procurement Manager at Stanford Health Care, worked with Sodexo procurement to source antibiotic-free and non-GMO meats from local vendors. The team sources as much food as possible from the local growing regions in Northern California, including Marin, Sonoma, and the Central Valley.

Figure 1 illustrates some of the key components of the transformation.

**Figure 1. The Transformation Roadmap**



### *Spotlight on Helen Wirth, RDN, Administrative Director, Hospitality Services, Stanford Health Care*

Helen has been leading the Stanford Health Care Food Transformation charge for the past three years. A registered dietitian with many years of experience in operations and wellness, she is a proven leader and is currently driving results at Stanford Health Care. She transitioned into her new role from her role as a Sodexo District Manager.



Helen has done extensive networking to build relationships and find vendors to help the team execute the Food Transformation. According to Chef Cool and Rick Draper, Director of Food Services, her work has been key to moving the team forward during the Food Transformation journey.

Helen states, "There was a desire to change the face of food service at Stanford Health Care. We worked with Chef Cool to bring in organic, seasonal, local ingredients. We shifted the center of the plate to offer more fruits and vegetables and less protein. Our sales increased as a result of the Food Transformation! We realized that in the past, we had been undeserving a significant segment of our customers."

"I think this program is successful because it's not a traditional wellness program regulated by specific nutrient profiles. Instead, we infused concepts reflective of our vision: fresh, ingredient-driven, unprocessed, sustainably produced, and sensible. By using these guiding principles, we're able to offer something for everyone, and it happens to be good for you, too!"

## Partnering with Sodexo to Execute the Vision

### *Collaboration and Leadership Buy-In: Key Elements of Success*

Chef Jesse Cool, a restaurant consultant for the Food Transformation Initiative, collaborated with the Food Services team at Stanford Health Care and Sodexo to formulate the vision for the transformation. She worked on food station design and brought in farm-to-fork concepts. Because of her restaurant background, she has been key to ensuring that the vision was executable for the food operations team.

Chef Cool worked with Jeff Paulson, President Sodexo Hospitals, Alex Maximos, Regional Vice President Sodexo Hospitals, and Dave Willard, Senior Director of Culinary Development at Sodexo. These leaders understood the need for change and embraced the idea that the connection of food to healthy living would require a different approach. Chef Cool has advocated this approach throughout her career; however, the concept gained critical momentum when Helen Wirth, Administrative Director, Hospitality Services started the food transformation initiative in 2013.

Subsequently, Sodexo hired two fantastic leaders: Phillip Keefe, Sodexo Executive Chef, and Rick Draper, Sodexo Director of Food Services. They each pushed beyond the typical approach to institutional food service and began to cook from scratch, change up recipes and teach cooks to really cook. The team brought on more key players who also embraced risk and change, and support continues to grow today.

However, the team recognized that taking a new approach requires time, education, and the re-establishment of foodservice techniques in high-volume, cost-controlled situations. With this in mind, the foodservice team creates some new recipes and uses some existing Sodexo recipes that fit within the transformational changes. Because the team simplifies everything, they are able to maintain consistency, an important factor in quality and controlling costs.

In sum, the leadership team's outlook on the possibilities of the Food Transformation was key. When leadership realized that it is not complex to create delicious flavor with great ingredients, the whole kitchen got on board and started enjoying cooking, rather than preparing processed foods.

### *Collaboration with Chef Jesse Cool*

Jesse Cool is a chef who runs three restaurants in Stanford and Menlo Park. She is also a cookbook author with over 40 years of experience in the restaurant business and a respected community member.



She is passionate and committed to flavorful, fun and sustainable cuisine. Her philosophy is grounded in serving only fresh, in-season, organic, and local ingredients. With the success of her organic restaurants, she has proven that sustainable cuisine is indeed a viable business.

"After 40 years in the restaurant business, I am very excited to be involved in this transformation of food in hospitals. Most of us at some time or another end up or have family who end up in a hospital. The food at hospitals was not a healing part of the experience. Together, we are using the same ingredients and approach to cooking as I do in my home and restaurants. I am humbled by what the team can do to teach and inspire thousands that food might just be part of a joyful, delicious, happy lifestyle. At Stanford Health Care, we have absolutely changed the concept from bad hospital food to delicious and good-for-you hospital food!" – Chef Jesse Cool



## Shifting Back to Sensible Cooking: Farm Fresh with Jesse Cool



Farm Fresh is a new concept for Stanford Health Care food service developed in collaboration with Chef Jesse Cool. The Farm Fresh menus feature organic, sustainable ingredients primarily sourced from

Northern California. According to Chef Cool, the new ingredient-driven menu revolves around purchasing and cooking what is local, freshest and purest, and then doing as little as possible so the natural flavors come forth.

The transformation of the food quality and healthfulness began in the cafés. First, the team read labels and began to remove artificial ingredients, coloring, and stabilizers from as many ingredients and choices as possible. The team then simplified preparations using less protein, hydrogenated fats, and sodium. They also reduced the offering of high fructose and sodium snacks.

The team also reduced the overall number of options offered in order to avoid a reliance on processed and frozen items. Reducing the number of ingredients and foods offered made it easier for Sodexo's Food Service team to execute and prepare foods.

Highlights of the Food Transformation initiative include fresh, seasonal, wholesome, unprocessed food, antibiotic- & hormone-free meats, sustainable seafood, local purchasing practices, increased vegetarian offerings, house-made items, wellness promotion and education. Stanford is the first hospital in the country to serve Certified Non-Genetically-Modified beef to patients, staff and visitors. Northern California's Mindful Meats supplies Stanford Health Care with local Pasture-Raised Certified organic beef that is free of hormones and antibiotics, an emerging platform in healthcare.



With Chef Cool's guidance and strong executive-level backing from both Stanford Health Care and Sodexo, the Stanford Health Care Food Service Team is returning to sensible cooking using local, top-quality, clean and whole-food ingredients. See Figure 2 for additional information about the purchasing attributes of fresh food items.

**Figure 2. Purchasing Attributes**



### Beef

- 82% ABF/HF
- Grass-Fed
- Non-GMO Certified



### Chicken

- 100% ABF/HF
- Free Range-Pasture Raised
- Air Chilled
- Non-GMO Certified



### Seafood

- 100% Sustainable Seafood
- Monterey Bay Seafood Watch Guidelines



### Eggs

- Cage-Free for all Fresh Eggs
- Pasteurized eggs in use for volume production



### Dairy

- 100% rbGH-free (recombinant bovine growth hormone)



### Fruits & Vegetables

- 39% State of California
- 27% Local
- 8-10% Organic

**Figure 3. Menu Transformation at the Café**



## Transforming the Food Offerings

The team has transformed the Grill, Entrée, Salad Bar, and Grab & Go stations in the Café. The menus include more house-made items, and entrées have been made healthier by including less protein and more vegetables. In fact, a 4- to 5-ounce portion of protein has replaced the former 8- to 12-ounce portion. More education and marketing of new menu items has also been implemented.

### The Grill

The grill was the first area transformed in the Café. The menu now includes items such as Grilled Turkey Meat Loaf and a Green Goddess Wrap (see Figure 3). Vegetable sides and gluten-free options are featured, as are healthy spreads. Green font on the menu now denotes local ingredients. And each plate is made to be beautiful and appealing.

Furthermore, the menu incentivizes healthy choices by making vegetable sides less expensive than French fries. In fact, French fries are the only fried item that remains on the menu – all other greasy items have been removed. These fries are 100% potatoes with lower sodium and have the least amount of additives available.

### The Bakery Case

The Bakery Case has also undergone a significant transformation. The team reduced the amount of highly refined sugars and flour in the baked goods. Now only a select few doughnuts and sweets are available. Whole-grain breads with dips and spreads are offered, as are whole-grain cookies. Organic, fresh fruits are also available in the bakery case.



## Simply to Go

Small Plates and Simply to Go, Sodexo's Grab & Go offering, are flying off the shelves. The healthy snack options feature seasonal local produce and house-made dipping sauces, including Citrus Pepper Dipper and Rosemary Oil Dipper for breads. Other pre-packaged box offerings include Organic Strawberries; Peaches; Cobb salad; Fruit, Cheese, Nut & Olive Salad; Salmon Box; and Egg Salad Sandwich with lots of veggies.

*Fruit, Cheese, Nut & Olive Salad*



*Photo by Jesse Cool. Used with permission.*

## Other Components of the Food Transformation

### *At Your Request – Room Service Dining*

The challenge for many Sodexo teams is that there are two different types of food operations, patients and retail. In the case of Stanford Health Care food operations, whatever purchasing decisions were made for retail were the same for patient dining. Naturally, there are a certain percentage of patients that require therapeutic diets and may require specialized nourishment. However, it is estimated that about 80% of patients are able to consume non-therapeutic meals.

The food offerings from the updated café are now part of patient dining, which has transformed the patient experience. The new At Your Request Menu includes more sustainable and healthy options, as well as gluten-free, vegan, kosher and halal choices. Every meal is prepared fresh, meals have more nourishing ingredients, and patient satisfaction has increased.





### *Executive Dining & Catering*

The transformation has expanded to catering and executive dining, including banquet services for VIP lounges. Kiran Robinson, Sodexo Executive Dining & Catering Manager, operates an upscale restaurant offering a spa-inspired buffet with an a la carte menu. The menu highlights sustainably harvested local produce, seafood, and meats.

### *Farmers' Market*

The Farmers' Market is a new concept in the Stanford Health Care cafeteria. Every Wednesday (year-round), staff and visitors can purchase seasonal produce at the Farmers' Market. Customers are encouraged to sample the freshly-prepared salads in the café, which Sodexo chefs create using the same locally-grown, organic foods available in the Market. Customers may purchase individual foods by the pound or they may purchase a recipe bag, which includes all of the ingredients needed to prepare the salad as well as a recipe card. The Farmers' Market is showing people how to cook again!



### *"Storyteller" Highlights Local Fare*

The team implemented a "Storyteller" feature where a hospital nutrition student trained in the Farm Fresh concepts engages customers in a discussion about the local fare that is offered. The Storyteller is present a few times a week and offers samples and discusses features of the food, such as what region it is grown in and from what farm it is sourced. Sampling allows customers to try out cilantro- or garlic-infused olive oil "drizzle" for their vegetables, which are not prepared with any salt or seasonings.



### **Outcomes**

When the transformation began, there was concern that sales would drop. However, the opposite happened – the transformation resulted in higher sales across all segments of the café. Sales went up 15% in 2014 compared to the previous year, and the transaction count increased 11% in FY 2014. The year-over-year sales increase from 2014 to 2015 was 15%, and 2016 sales are on track for a 22% increase. Notably, the transformation resulted in a year-over-year food cost savings of 10%. Undoubtedly the higher quality food costs more. To offset this cost, the team focused on production systems and improved waste controls.

The sales results show that, rather than driving customers away by offering healthier options, the foodservice team had actually been underserving an important segment of customers. Fresh, seasonal, and healthy food has actually helped increase sales, in spite of a minor price increase – proving that people will buy good quality food. The Stanford Patient Services team has also had tremendous success – the Press Ganey Patient Satisfaction Score for food has increased by 140%.

In addition, the café has increased its diversion rate (the amount of waste diverted from the landfill). Food and disposable service ware is composted, and the diversion rate is 40% with 199 tons of compostable material from landfill and 172 tons of food.

The outcomes around sales, patient satisfaction scores, and waste diversion are remarkable. However, the real success of the Food Transformation is what it has meant to the patients, staff, and visitors of Stanford Health Care.

### Continuing the Momentum

Stanford Health Care, in partnership with Chef Jesse Cool and Sodexo, has successfully transformed the food experience. Now, nutritionally dense, high-quality and visually appealing foods are available to patients, visitors, and staff.

The Food Transformation at Stanford Health Care will continue with the transformation of remaining café stations to the Farm Fresh concept. The concepts will also be incorporated into the café renovation and the new Stanford Hospital, consisting of 824,000 sq/ft of space that will open for patient care in 2018. The team will also continue to improve the patient menu with house-made broths, additional seasonal selections, and marketing and patient education materials on patient trays.

### Key Elements of the Successful Food Transformation

- Expert guidance and vision
- Executive-level support
- Collaboration between Stanford Health Care and Sodexo
- Skillful leadership in driving results
- Committed food services team

