



Major Foodservice Trends



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S.O. CONNECTED

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TREND LINES

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Every year brings with it new styles, preferences, and prevailing tendencies; in other words, trends. In healthcare foodservice important trends exist beyond the obvious front-facing cuisine. Major innovations continue to develop in technology, equipment, and staffing as challenges to satisfy patients and meet budgets continue to keep pressure on operators and business partners. Let's explore some trends to watch for as we head into 2019.

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MESSAGE FROM THE PRESIDENT

What's trending now? As service industry experts we are all interested in the latest and greatest trends. In previous years trends would start on the East and West coast and filter to the Midwest several years later. Many trends still start on the coasts but the adoption time all across the nation has shortened in the past few years. As self-operators we are often asked to replicate menus that are trending but not yet normative in our regions. Who you gonna call to get the latest trends? AHF and our year round business partners!

AHF's Business Directory is your year round guide and might I add "lifeline" to what is trending in our industry. As an AHF member you can find the directory online or pick up a printed copy at our conference. AHF's Business Partners are already aware of the latest trends and can help you incorporate them into your operation.

"AHF's Business Directory is your year round guide and might I add 'lifeline' to what is trending in our industry."

My research on what is trending indicates all of these will continue to be in high demand in the coming year:

- Incorporating plant based foods into your menus and selections
- Increased transparency about sourcing and knowing about ingredients as well as preparation methods
- Sustainability continues to be top of mind for many consumers
- Any front of house preparation that allows customers to view and customize is appreciated
- Mobile ordering is becoming more common and an expectation
- Ethnic foods have been in high demand but now the micro ethnic cultures are being showcased and are accepted with enthusiasm for different ingredients as well as preparation methods

Planning is underway for our 2019 conference which will be in Scottsdale, AZ, August 6-8, 2019. Our programming as well as our Marketplace will showcase innovation and the newest trends. Mark your calendars now!

Wishing you a happy new year!



Martha Rardin / AHF President



AHF 2019
ANNUAL CONFERENCE
AUGUST 6-8 | SCOTTSDALE, ARIZONA

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MESSAGE FROM THE IAB CHAIR

The foodservice landscape continues to change at a pace challenging to keep up with. Whether its labor issues, special diets, allergens or “food fads”, remaining relevant is a goal for all. So how do you ensure your foodservice offerings remain relevant? What tools do you use to keep yourself and your operation current on what’s happening in the industry? There are several excellent resources you have at your fingertips that can help you fight the battle for relevancy.

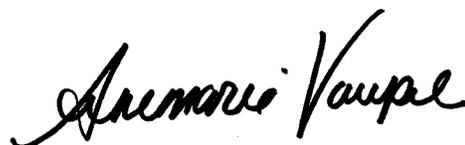
- **Food blogs**- everyone wants to post/write and photograph their food
- **Trend insights**- Technomic, Datassential, NPD
- **Customer insights**- your customers have great food stories & cultures- ask them to share
- Employee food cultures are a great resource, especially for those raised outside the USA

Keep in mind that your business partners are a great asset as well. Most of them purchase trend data and have insights analysts on their teams that are seeking the same information you are in their own pursuit to remain relevant. AHF has a large group of savvy business partners who make it their job to develop and supply relevant solutions to aide you in reaching your business objectives. Don't hesitate to tap them for insights,

suggestions, and data to help you remain relevant in this ever changing world of foodservice. We are here to help!

This issue of S.O. Connected will help you take the first steps you need in determining which major foodservice trends you'd like to pursue. I know you will enjoy it.

“AHF has a large group of savvy business partners who make it their job to develop and supply relevant solutions to aide you in reaching your business objectives.”



Annemarie Vaupel / IAB Chair



AHF IN THE NEWS

CONFERENCE SCHOLARSHIP CHANGES FOR 2019

AHF is making some changes for the 2019 Annual Conference Scholarship offers. Institutional members please make a note of these updates:

Scholarship applications will go out in early spring for institutional operator members.

As a part of the new membership package, each institution will receive one nontransferable scholarship. There will be a 30 day date to reply if the institutional membership will be used.

Remaining scholarship dollars will be award to applicants after reviewing submissions. Preferences will be given to members that have supported the association as Chapter Presidents, active members of operators volunteering on committees, and operators that benchmark with AHF.

Make sure we keep in touch

Please make sure we have your contact information, and don't forget to update your profile as things change. Please add **@memberclicks-mail.net** to your safe senders to receive email.

TRENDING VIEWS FROM CONFERENCE

At the recent Association for Healthcare Foodservice (AHF) Annual Conference, the Real Rewards Cafe® team presented concurrent session on foodservice operation trends. Presenters Stephanie Earleywine, Rebecca Kurowski and Melissa Larsen offered fact-driven insights from the 2018 Real Rewards Cafe Healthcare survey.

The survey engaged 5,400 operators to gain a better understanding on Healthcare foodservice trends. In the AHF concurrent presentation incorporated real innovative stories featuring the people and the passion behind the data, including healthcare foodservice operators, food manufacturers and distributors.

Highlights of the well-attended session included service variety, staying ahead of the competition, focusing on staff engagement, leveraging stakeholder relationships and community involvement. Offering service variety

It's clear that variety is crucial when it comes to offerings; variety from operation to operation along with variety of services within the same operation. The average operation serves 4.3 offerings, with some up to 9 offerings! Action stations and grab n' go options were identified as a clear way to set your operations apart and increase participation.

Chef Timothy Schoonmaker at Centra Health in Lynchburg, Virginia shared his tips for success with action stations, which include versatility, theme and excitement. He commented on the importance of good ventilation, functional design and thorough planning in advance. Their action stations and grab n' go generated a 6% increase 4 years in a row!

Stations of all types including, coffee and tea, hydration and snack stations are growing in popularity across the US. The variety of dining options is also growing. Patient rooms are still the main priority when it comes to dining, but we are also seeing more operations offering room service with a full dining menu, restaurant style and satellite dining.

STAYING AHEAD OF THE COMPETITION

Staying competitive is an ongoing challenge within any industry. With so many choices available for local food options, some facilities are offering food trucks as a new, innovative option for service. Benefits of hospital-operated food trucks include expanding fresh offerings for staff working off-peak hours and public outreach with healthy food and education. Food trucks may also serve workers and victims within disaster areas. Besides generating positive publicity, it is forward-thinking, versatile way to serve items and keep labor and overhead costs low by not having to staff the kitchen around the clock.

Another way survey participants indicated that they set themselves apart from the competition is by offering made to order meals, providing a comfortable atmosphere, featuring a variety of items and delicious signature scratch recipes. They also stated that they stand out by extending their dining room hours, honoring special requests and offering employee discounts. Locations with a beautiful view capitalize on it by providing outdoor dining space and large windows for optimal comfort and relaxation.

FOCUS ON STAFF ENGAGEMENT

According to survey respondents, 76% of foodservice operations say healthcare staff dine daily at the operation yet only 16% offer menus tailored toward healthcare staff. Including staff on menu planning and meal selection is identified as a best practice for healthcare staff engagement. It's a way to increase revenue through meals served to staff and keep all patrons satisfied and happy. Some of the "best practices" respondents shared include involving staff in menu development, surveying staff on satisfaction and improvement opportunities, streamlined order process, providing healthy options at retail, staff meal programs, complimentary meals and promoting wellness by offering snacks and healthier options on the dedicated staff menu.

LEVERAGING STAKEHOLDER RELATIONSHIPS

Manufacturers and distributors are focusing more efforts on providing the resources that healthcare operators are seeking from menu planning support, new product information, technology and additional support. Bethany Runyan, Sr. Manager, Channel Marketing-Healthcare, from Tyson Foodservice shared examples of two recent projects to support specific operator needs. A Healthcare foodservice operation was struggling with employee retention, so Tyson helped them develop an employee incentive and recognition program. Her team often partners with healthcare operations to offer additional resources including trending data, menu analysis, training tools and marketing materials. Operators should discuss their objectives and pain points with key suppliers even if it doesn't seem directly related to that supplier's business, which can help the supplier better understand the overall needs of the operator and provide suggestions, ideas and the right support-- example is the employee incentive program.

“According to survey respondents, 76% of foodservice operations say healthcare staff dine daily at the operation yet only 16% offer menus tailored toward healthcare staff.”



TREND LINES

Every year brings with it new styles, preferences, and prevailing tendencies; in other words, trends. In healthcare foodservice important trends exist beyond the obvious front-facing cuisine. Major innovations continue to develop in technology, equipment, and staffing as challenges to satisfy patients and meet budgets continue to keep pressure on operators and business partners. Let's explore some trends to watch for as we head into 2019.

CUISINE

Expanding levels of consumer health awareness and palettes are demanding evolution of flavors and healthy offerings. With more and more people experiencing these offerings outside of hospitals doors, expect the demand to carry over into hospital beds. Experts continue to stress that whole foods which are free of growth hormones, antibiotics, and artificial flavors and colors will continue to grow in demand. One way to help accomplish this objective is to partner with. Not only is the produce and meat fresher, cleaner, and healthier, but with the increasing rate of natural disasters arising around the country, especially in heavy food-growing states like California, having a local food source is becoming more important. Also, converting unused hospital space such as rooftops into gardens for growing vegetables and herbs, as well as a space for keeping bees, is a trend that is beginning to gain traction. The Valley Hospital in Ridgewood, New Jersey stirs excitement in their gift shop when they offer and sell out of Valentines day baskets which include skin lotion, lip balm, and bees wax candles harvested directly from their rooftop hives.

KITCHEN EQUIPMENT

One locus where major foodservice trends are coming into sharp focus is kitchen equipment and design. S.O. Connected reached out to Joe Carbonara, Chief Editor of Foodservice Equipment & Supplies magazine, for his take on equipment trends to watch for.

The first key trend is **multifunctional equipment**. "Basically, this means equipment that can do more than one thing or support multiple menus," explains Carbonara. "Key pieces of equipment here include combi ovens, flattops, and more. Multi-function equipment is so important today for a variety of reasons. First, space in the back of the house continues to shrink. That means any remaining equipment really has to add value. Second, menus are no longer static. Regardless of industry segment, menus are changing quarterly, monthly, weekly or, in some cases, daily. To support this type of dynamic

Flexible design is another key factor impacting foodservice equipment selection and use. With more and more cooking taking place under the customers' watchful eye, operators are re-thinking how they structure their cooklines. "Many cooklines today are customer facing," says Carbonara, "which impacts the equipment the operator uses, how they lay it out, and more. In fact, we're seeing more prep space allowed at these stations, which allows them to become almost standalone restaurants. So in addition to flexible cooking equipment, such as induction ranges, these spaces also include more refrigeration, prep tables and the like. This allows staff to prep food at these locations during slower periods."



Carbonara adds that to build in flexibility, operators will specify equipment on casters or with quick disconnects that allows them to swap out items at will: “Basically, the design needs to be able to address unforeseen developments in menu, service style, and more.”

Certainly, every segment continues to deal with the impact of **customer-facing** technology such as the use of mobile apps, kiosks, and the like. Operators implementing these technologies need to weigh a variety of considerations. “First, where will they prepare the food?,” asks Carbonara. “Will it happen on an existing cookline or will a secondary cookline be necessary? Many chains prepare orders from third-party delivery companies like GrubHub on a separate cookline to minimize the amount of disruption to guests that dine on premise. Second, how will the operation package and hold the food to maintain its quality? This could lead to more hot food holding at different places within the operation, for example. Again, selection and placement of the equipment must not disrupt the flow too much for both guests and staff.”

“At long last, **connectivity** is starting to gain traction,” Carbonara reflects. Connectivity in this case meaning a piece of equipment that connects to a smart phone or a computer such as combi ovens and temperature monitoring, among many others. “Operators get real time information via their devices and can make adjustments remotely. This technology has been around for a while and offers great potential. What continues to hold it back in many instances, though, is an operator’s IT department’s reluctance to allow the implementation.”

Carbonara states in terms of **cooking methods**, “Live fuel is very hot at the moment. Wood-fired pizza ovens, for example really support menu flexibility, as outlined above. Operators can do much more than bake pizzas in these units if they are creative. Plus the units add warmth to an operation and provide plenty of visual intrigue. Due to the scarcity of labor, and layouts, equipment that allow operators to do more with less continues to become more and more popular. For an equipment perspective, one example could be a combi oven. Set the program and let it cook the food to pre-determined parameters while the staff completes other tasks. Or layouts that allow one person to perform multiple tasks simultaneously.”

What about **robotics**? Carbonara advises to not get too excited quite yet. “Robot technology offers plenty of intrigue but it is more bleeding edge than leading edge at the moment. The industry is getting closer to this and is seeing isolated pockets of success. For example, a coffee concept in California has robotic baristas making drinks that guests order via an app or a kiosk. And there’s a pizza concept that uses robots to press dough and apply toppings before placing the pie in an oven in the back of delivery vehicle. The pizza bakes while in transit to the customer. This approach helps with product consistency and output. But for the time being, those are the exceptions.”





A BOUNTY OF BEVERAGES

Who doesn't like more beverage options? The possibility for boredom with your beverages will continue to be diminished in 2019. Datassential's latest online survey shows sales of non-alcoholic beverages increasing by 28% in 2018. Because of the consumer focus on wellness, fresh-squeezed fruit juices, especially plain lemonade, are hot. One beverage that consumers feel comfortable with stepping outside of the traditional plain offering is iced tea. Fruit, flavored syrups, and herbal and floral infusions are all fair game when it comes to the popular caffeinated leaf. Smoothies are retaining their popularity, even in the higher sugar varieties, while protein beverages continue to grow in market share as more non-athletes are discovering their benefits. Kombucha's

appeal continues to remain strong as an aid in digestive health. Nootropics are expected to see increased growth in 2019. With said benefits to brain and performance health, nootropics are being seriously looked at as an alternative to caffeine and sugar without any of the drawbacks found in current energy drinks. Whether science backs up nootropics claims is yet to be determined; we will know more by the end of the year. Functional waters continue to sell well. Protein, probiotic, and collagen waters are all available and becoming more common. Also look for waters infused with herbs, fruit, spices, oils, and more. Cheers to a healthy and flavorful year in beverages.





STAFF AND EMPLOYEE WELLNESS INITIATIVE

Both AHF business partners and institutions are doing more to help keep staff on board and healthy. At AHF's staffing roundtable at Menu Directions in 2018, some new trends aimed at retaining staff were becoming apparent. Attendees shared ways to empower employees, giving them a sense of purpose beyond their regular day-to-day duties. Among the strategies included providing conflict resolution training for empowering employees to work out their problems without a supervisor, creating a "Pledge to My Peers" which outlines guidelines for mutual respect and shared vision, scheduling positive affirmation time among employees, providing different opportunities for personal recognition, and making sure staff understand they are not just food service, but rather they are providing a restaurant experience in a hospital setting.

Incentives for employees can also be utilized in programs for staying healthy. Barbara Kane, Vice President of Industry Relations at Ecolab explains Ecolab's employee program. "Ecolab offers a Be Well program to all employees enrolled in the Ecolab Medical Plan (so they can track that you have done the exams). Be Well is a wellness program designed to encourage healthy behaviors in Ecolab employees and their families, providing them with the tools and resources necessary to make informed decisions to reduce risk and improve their overall health."

"Ecolab employees are encouraged to do preventative screenings such as annual physicals, mammograms, dental exams, and even flu shots. Each time an employee completes one of these tasks they will get credit for completing the task, and at the end of the year you are paid up to \$500 for successfully taking part in the following:

Health Assessment (required)	\$50
Biometric Screening	\$150
Annual Physical	\$150
Annual OB/GYN Exam	\$100
Mammogram (age 40+)	\$100
Colonoscopy (age 50+)	\$100
Dental Exam (2 times/year)	\$100 (\$50 each)
Health Coaching	\$150
Flu Shot	\$50

The program is two-fold; the company wins because they are promoting healthy lifestyles for employees and their families, and it gives employees the "nudge" sometimes needed to take the time to go to the dentist or doctor. Everyone wins because we are catching potential illness early or preventing them all together."





At St. Joseph Memorial Hospital in Murphysboro, IL, the health insurance program is designed to encourage staff to improve their health and lifestyle practices. In order to avoid premium increases, all employees receiving health insurance are required to fulfill 4 activities each year.

1. yearly physical
2. online health risk assessment
3. health coaching (1-4 times per year based on physical and biometric screenings)
4. miscellaneous activities including preventive care screenings, challenges, educational and physical events

“All activities are assigned a point value,” says Cyndi Roberts, Food Services Manager at St. Joseph Memorial. “In order to maintain the lower cost medical insurance premium, all employees must earn a total of 150 wellness points. Those employees who fail to earn these points are subject to a \$200/month increase in premiums. How’s that for an incentive?”

And much like Ecolab’s program, catching illnesses is a benefit. “As a side note, there have been some important findings for some of our employees due to the required biometric screenings including leukemia and diabetes diagnoses,” says Roberts.

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THE HORIZON

Overall, major foodservice trends for 2019 are coalescing around new and flavorful dining options which also double as “food as medicine,” and dynamic new designs, technology, and approaches to satisfying patients and attracting and maintaining staff. With the pace of everyday life constantly increasing, keep an eye out for more and more ingenious solutions for solving these vital issues facing the healthcare foodservice industry.



Battling the Nutritional myths of Superfoods

By Stephanie B. Gall, DCN, RD

Manager of Nutrition Services
Mercy Regional Medical Center

In recent years, popular media such as Country Living magazine and celebrity Jamie Oliver of the Food Network embraced bacon as a superfood due to protein content.^{1,2} Suspiciously absent from the stories were the negative properties of bacon such as high nitrates, saturated fat, and sodium content. In addition, bacon and other processed meats have long been considered carcinogenic by the World Health Organization.³ Bacon is a perfect example of how consumers are bombarded by nutrition misinformation leading to poor decisions at the grocery store and embracing trends that are not always considered health-promoting.

As foodservice professionals, we know our health is influenced by what we choose to eat, the food we consume supplying calories in the form of macronutrients (protein, fats, and carbohydrates). In addition, our food also provides non-caloric compounds such as vitamins, minerals, fiber, and plant compounds called phytochemicals. Properties such as the smell of garlic (allicin), the color of blueberries (anthocyanins), and the bitterness of cruciferous vegetables (glucosinolates) are all attributed to different phytochemicals.⁴

Tens of thousands of phytochemicals (or phytonutrients) have already been discovered and refer to a widely occurring group of natural compounds that have unique chemical structures but are not well-understood.⁵ What we do know: phytochemicals play an important role in a person's health yet no recommendation exists for daily intake amounts. As our knowledge of phytonutrients continues to increase through scientific research, each year a new list of superfoods is created by marketing professionals making the whole thing a confusing ordeal for consumers. Why does a food seem "normal" one year then become a "superfood" the next year? The answer: Excellent marketing.

“‘Superfood’ is a marketing term for a specific, nutrient-dense food believed to have positive health benefits beyond the nutritional composition.”

“Superfood” is a marketing term for a specific, nutrient-dense food believed to have positive health benefits beyond the nutritional composition.⁶ While there is no accepted definition of what defines a superfood, lists of food items touted as “super” have bombarded social media and news stories for decades.⁷ Each year, new superfoods are named by marketing groups and the list of foods given this identity has grown to more than 100 individual foods.

The first superfood was the banana in the early 20th century around the time of World War I.⁸ The United Fruit Company created an extensive advertising campaign promoting the banana as “cheap, nutritious, easily digestible, and easy to obtain.”⁷ The advertising campaign spurred physicians to create the banana diet as relief for celiac disease (they had not yet discovered gluten as the culprit).⁷ Sales of bananas soared and consumers still love the banana.

In the 21st century, superfoods arrived fast and furious via the news media and internet. In addition, the consumer's access to different types of food has grown through advancing preservation and distribution methods. Nutrition research is still a fairly new science and the benefits of foods are being studied at a manic pace. Like supplements, superfoods have become a multi-billion-dollar industry and often mean an increase in sales as consumers believe that there are miraculous benefits to these foods. Between 2011 and 2015, the use of the term “superfood” on new products increased by 202%.⁹ The trend is expected to continue.

For those seeking to improve their health, the superfood label can have great appeal since superfoods are those that are believed to have positive health effects beyond nutritional density. However, the concept of nutrient-dense foods has existed in dietetics practice for decades and describes a food as one that “has a high amount of nutrients (i.e. vitamins and minerals) relative to the calories per serving.”¹⁰ Whole foods are more nutrient dense than processed foods. In mathematical terms:

Superfood = food nutrients > food calories

For example, a 1 cup portion of blueberries has 80 calories and provides 4 grams of fiber plus 25% of your daily vitamin C recommended intake. On the other hand, 1 extra-large hard-boiled egg has the same number of calories, but provides no fiber or vitamin C. Both are considered superfoods; it's about how you choose to focus on the food and the vitamins or minerals therein. From this angle nearly all foods can somehow be considered superfoods!

In fact, in 2019, food trends named bacon, which is high in saturated fat and calories relative to the low vitamin and mineral content, as their newest superfood. Ask any registered dietitian and bacon will have a place in a diet of moderation, but I doubt any dietitian would call it a semi-miraculous superfood.

Eating superfoods in moderation won't hurt as most are deemed "healthy" by registered dietitians. Each year, superfoods are hyped by the media, so what trends can we expect to see in 2019 and how can we incorporate these foods into our foodservice operations?



1. Nut oils – I picked up a bag of Kettle chips last week from the grocery store made with almond oil. Cooking with nut oils can alter the taste of a product and possibly add small amounts of vitamins and minerals, but still adds substantial fat. Unrefined oils are recommended since this processing retains much of the properties of the original nut such as the high monounsaturated fats and vitamin E content of almond oil.

2. Cassava flour – Move over coconut flour! Cassava flour (derived from yucca) developed from the Paleo diet trend as grain-free, gluten/wheat-free, and nut-free flour alternative. You can use cassava flour in baked goods as you would rice flour but without the smooth texture of wheat flour. Yucca is high in complex carbohydrates, sodium, lutein, and B vitamins.

3. Watermelon seeds – Stop tossing out these seeds and roast them instead. These little seeds are high in protein, fiber, magnesium, and the amino acid arginine (a neurotransmitter involved with blood pressure regulation). Toast them like pumpkin seeds and put on top of salads.

4. Tiger nuts – This oddball root vegetable has been cultivated for centuries but is recently in the spotlight. Tiger nuts are high in resistant starches which are a type of prebiotic along with lots of fiber and phosphorus. Soaking the nuts causes them to bloat with water and you can use them in recipes like sunchokes.

5. Probiotic water – Kombucha and yogurt opened the door for this trend a few years ago, but probiotic water has active cultures of bacteria and yeast combined with flavors that make them more appealing than kefir. These drinks are attractive for people with lactose intolerance or those who seek to improve their gut microbiome. Ask your distributor for





KEY CONCEPTS: HOW TO INCORPORATE SUPERFOODS IN YOUR FOODSERVICE OPERATION

- Be wary of the marketing trend and realize that these change from year to year - not all superfoods are considered healthy.
- Stay abreast of trends in food products and try to incorporate small amounts to entrees.
- Label menu items as “superfoods” or “nutrient dense.”
- Offer specials with these foods to patient meal services.
- Embrace the marketing trend by exploring individual foods for their nutrient-density, then learn how to prepare them for your operation.
- Consult with your facility’s registered dietitian for input and advice on menu development for nutrient-dense foods.
- Clients/patients should be advised to consume a wide variety of foods, especially unprocessed foods, to obtain the most nutritional benefit rather than focus on one superfood.

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The Role of Food as Medicine in Value-Based Care

By Michael O. Leavitt

The transition to value-based care is one of the most important changes in healthcare in the last few decades. Economics is driving this evolution to reward outcomes and improve population health because the rising cost of our current fee-for-service system is clearly unsustainable. Health systems with leaders who understand this evolution are positioning their organizations to succeed; and many of these leaders see the importance of food as medicine in pushing us toward value-based care.

Food insecurity is one of the most crucial social determinants of health. The absence of food and food choices contributes to numerous significant problems, particularly in the healthcare setting. Malnourished patients have prolonged hospital stays and higher readmission rates, which nearly doubles the cost of their care. On the other end of the spectrum is the growing problem of obesity, which affects more than 93 million Americans. While food can be found at the root of many health concerns worldwide, it also has a healing and prevention role in every area of medicine.

Many health systems are engaging their self-operated foodservice departments to embrace hospital dining as a healing and teaching opportunity for patients and for the communities they serve. Hospitals are hiring chefs to create an appealing model for healthy eating through developing inspired recipes that incorporate healthy fruits and vegetables in ways that help patients



enjoy their meals while getting the nutrients they need. They are also teaching by example – throwing out fryers, eliminating sugar-sweetened beverages, and introducing more fresh fruits and vegetables in every meal. These changes help to set a good example for visitors, staff, and the community, as well, providing greater variety of fresh foods and appropriate portions. But the healthcare foodservice role doesn't stop at the hospital door. With support from administrators who understand the need to improve population health, healthcare foodservice departments are making an impact outside the hospital by supporting nutrition programs such as Meals on Wheels to reduce malnutrition among elderly residents. These programs have been shown to decrease healthcare spending for vulnerable patients. They also provide nourishment, give seniors more control in their daily lives, and foster a sense of community.

Hospital foodservice departments are also influencing their communities by providing food and nutrition education to patients after discharge, as well as to the wider community. Some self-operated foodservice departments offer classes for patients to teach them healthy habits or how to cook more nutritious meals. Some even go a step further and provide food from hospital gardens as part of health education or supply fresh foods to jump-start a healthier eating pattern. One program at The Ohio State University Wexner Medical Center operates a mobile education kitchen that takes a demonstration kitchen and cooking classes on the road to educate Columbus-area communities about how to prepare healthy and delicious plant-based foods. The goal of the program is cancer risk reduction for certain high-risk populations, and the effort has been very popular in the surrounding communities.

Forward-thinking health systems are embracing the transition to value in our payment system. As population health management and value-based care continue to become a priority for the industry at large, health facilities will be looking for ways to meet these goals. Since good food is essential to good health, food will remain integral to successful models.

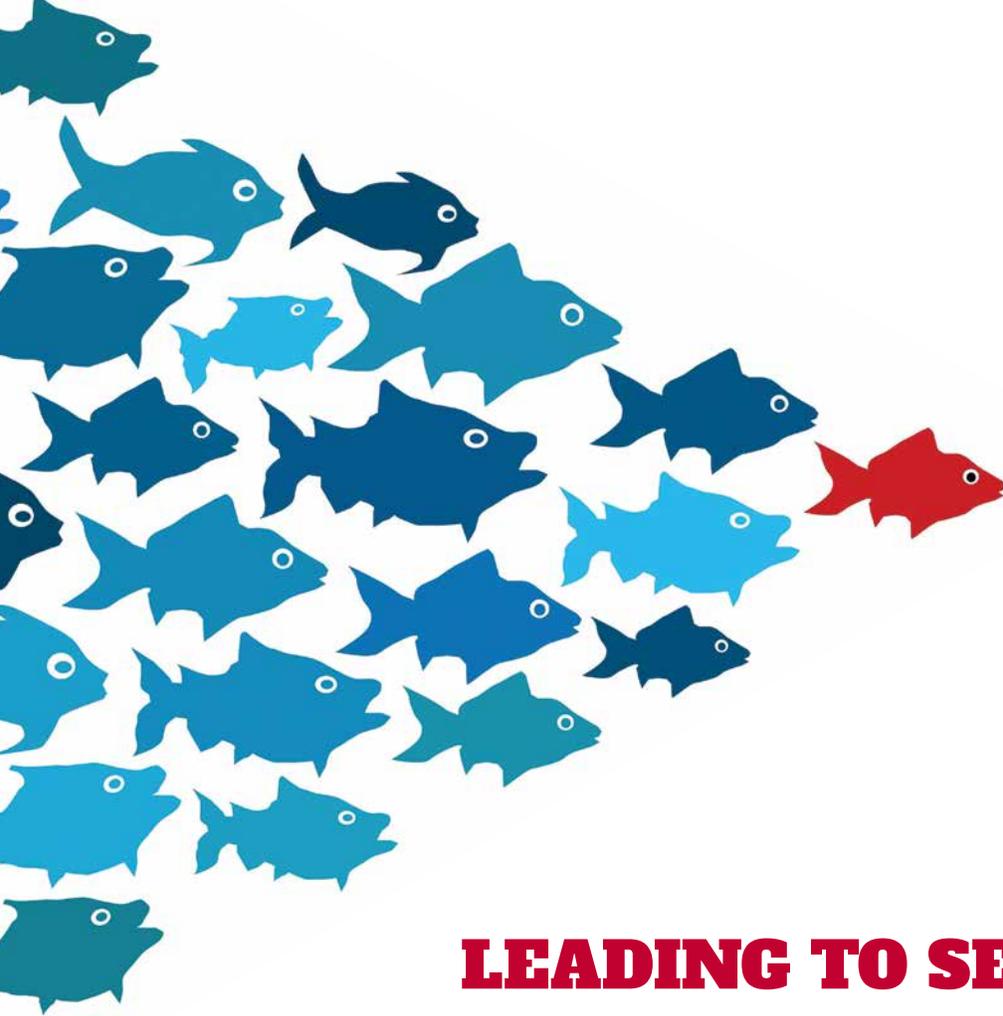
Michael O. Leavitt is the founder of Leavitt Partners and the former governor of Utah and former secretary of the U.S. Health and Human Services.



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LEADING TO SERVE

"Not much happens without a dream. And [sic] for something great to happen, there must be a great dream. Behind every great achievement is a dreamer of great dreams. Much more than a dreamer is required to bring it to reality; but the dream must be there first."

Robert K. Greenleaf, Servant as Leader

As described in the Fall issue *S.O. Connected*, the servant leader needs to be more self-aware and build awareness of others and the situations around them to help define their personal and organizational purpose. By first looking inward the servant leader identifies their values to create a personal vision and mission for the future. Next, they are able to transform or assimilate these personal values into the purpose and mission of the teams or organizations they lead. Developing the skills of conceptualization helps the servant leaders see the purpose and weave a collective narrative with followers to turn dreams into realities.

Conceptualization is a leader's ability to create a future-oriented concept, providing vision and mission to help followers find purpose in their work and for the organization. Servant leaders use conceptualization skills to look beyond the daily operational realities of work and the organization to perceive the consequences of decisions and actions. They seek to cultivate conceptualization in self and others and, as Larry Spears suggests, "nurture the ability to dream great dreams." Great dreams are not the daydreams that distract people from daily work, or the palpable dreams people think will make them happy, or the pie-in-the-sky dreams with no strategy or basis in reality. Leadership expert and

author John C. Maxwell describes great dreams as worthy of a person's life and a blueprint of their purpose and potential. A great dream he says, "is an inspiring picture of the future that energizes your mind, will, and emotions, empowering you to do everything you can to achieve it." Dreaming great dreams does not occur in a vacuum for the servant leader. They do not dream and dictate to followers to imagine the same dream. Instead, they create a collective narrative through dialogue, debate, and cooperation. Servant leaders "dream out loud" and provide a consistent environment for all others to do the same. They invite ownership to help shape purpose and vision for the organization.

Developing the skills of conceptualization requires discipline and repetition. It demands the leader's dedication to continuous learning. In the book *Leaders: The Strategies for Taking Charge*, Warren Bennis and Burt Nanus observe, "Learning is the essential fuel for the leader, the source of continually sparking new understanding, new ideas, and new challenges. Very simply, those who do not learn do not survive as leaders." Individual leaders have to figure out their path to learning. Some are readers, some are experimental learners who learn by doing, and others learn through watching, listening, or through a coach. Regardless of the learning mechanism, servant leaders focus what they learn into specific priorities. They then organize these priorities to provide the best outcomes by conceptualizing the dreams or vision the leader has for the organization and answering the question; what is the purpose of the business?

Conceptualization allows leaders to see "the big picture" of where the organization needs to go to be the best it can be. Once the leader realizes and communicates the purpose of the organization, conceptualization helps develop and answer the why, what, and how questions to achieve the organizational dreams. In his book *Put Your Dreams to the Test: 10 Questions that Will Help You See It and Seize It*, John C. Maxwell encourages leaders to envision and seize their dreams. He outlines ten thought-provoking questions challenging leaders to take their dreams from conceptualization to reality. With modifications to his original queries, the questions below will help leaders in the process of taking their dreams for the organization to reality:

1. OWNERSHIP – Is our dream really our dream?

When the dream is right for the purpose and the purpose is right for dream, separating the two from each other is impossible. When the dream fits individual and organizational vision, it will give wings to the leader and follower spirit. It fires people up and fulfills their desires and needs.

2. CLARITY – Do we clearly see our dream?

We can explain the main point of our dream in one sentence. We have thoroughly researched, examined, and defined our dream in great detail. We can answer nearly any question about the what and how of the dream.

3. COST – Are we willing to pay the price for our dream?

What is the cost of our dream (financial, emotional, etc.)? How will we handle criticism we will face? How will we overcome our fears? How hard are we willing to work? What are we not willing to pay?

4. FULFILLMENT – Does working toward our dream bring satisfaction?

We are ready to face the difficult learning curve (leaving old behaviors behind) to achieve the dream. We are willing to work for years and even decades to achieve our dream because it is important. We are willing to learn and make discoveries about self and other's goals because it will help sustain us along the way.

5. REALITY – Are we depending on factors within our control to achieve the dream?

What are the qualities needed to achieve the dream? Who among us has the greatest strengths to achieve the dream? Do our daily habits and practices contribute to the success of the dream? Our dream is likely to come true even if important people ignore or oppose us, or we encounter serious obstacles.

6. PASSION – Does our dream compel us to follow it?

Are our purpose, passion, and dream in alignment? There is nothing we would rather do than fulfill our dream. We believe in our dream. When we describe what our dream means to us, we use the word "love."

7. PATHWAY – Do we have a strategy to reach our dream?

We have a written strategic plan for achieving our dream. We made a realistic assessment of where we are starting from and how far we have to go to achieve the dream. Are there out-of-the-box solutions we have not previously considered? We have shared, discussed, and debated our dream with multiple stakeholders to get broad feedback?

8. PEOPLE – Have we included the people we need to realize our dream?

We frequently spend time with people who inspire us. We surround ourselves with people who are honest and provide feedback on our strengths and weaknesses. We recruit people with complementary skills to help us realize our dream. We express the dream to others in a way that connects logically, emotionally, and visually. (Our) Leader works at transferring the vision by molding it with followers clearly and creatively.

9. SIGNIFICANCE – Does our dream benefit others?

The pursuit of our dream allows us to be engaged in a cause greater than ourselves. We can name specific people, other than ourselves, who benefit if we realize our dream. Even if we do not achieve the entire dream, others will benefit along the way. (Our) Leader is building a team of like-minded people to realize the dream. What we are doing will matter in five, ten, or one hundred years.

10. TENACITY – Are we moving closer to our dream?

We can identify obstacles we have already overcome. We possess an attitude of initiative related to our dream and we are unafraid of taking bold steps to take us closer to the dream. We do something every day – even if it is minimal – to move closer to the dream. We expect to do extraordinarily difficult things to grow and change so we can accomplish our dream.

“Leaders recognize the significance of the organization to deliver on success and drive results.”

Conceptualizing and leading the patient experience into the next decade and beyond will require healthcare leaders to look beyond the traditional success mechanisms and weave in every aim they seek to achieve into the interconnected picture of outstanding patient experiences. Lessons learned from many healthcare organizations across the spectrum of care and research conducted by the Beryl Institute on how high-performing healthcare organizations achieve and sustain results reveal one common and resolute factor: Leaders recognize the significance of the organization to deliver on success and drive results.

They understand the influence of the people they employ and the cultures they establish and support. The differentiating variable was found in those leaders who conceptualized their efforts not as an annual initiative or a monthly administrative focus, but rather as a comprehensive wrapping up of every strategic goal they seek to achieve into a cohesive picture understood and shared by all.

Servant leaders focusing their organizations to achieve the patient experience outcomes they aspire to will also correlate their “great dreams” to a set of core ideas. These ideas ultimately frame a set of eight guiding principles developed by the Beryl Institute for experience excellence.

Consider these eight principles when conceptualizing the patient experience to produce a future-oriented concept providing vision and mission to help leaders and followers in the organization find purpose in their work:

1. Identify and support leadership accountability with committed time and focused intent to shape and guide experience strategy.
2. Establish and reinforce a strong, vibrant, and positive organizational culture and all it comprises.
3. Develop a formal definition of what experience is to your organization.
4. Implement a defined process for continuous patient and family input and engagement.
5. Engage all voices in driving comprehensive, systemic, and lasting solutions.
6. Look beyond the clinical experience of care to all interactions and touch points.
7. Focus on alignment across all segments of the continuum and the spaces in between.
8. Encompass both a focus on healing and a commitment to wellbeing.

Chapter Reports

NEW JERSEY

On October 23, Pecinka Ferri hosted the second annual AHF-NJ Fall Culinary Competition. Five talented culinary teams competed from Saint Clare's Denville Hospital, St. Joseph's Medical Center, Morristown Medial Center, Robert Wood Johnson University Hospital, and JFK Medical Center. The teams had one and half-hours to complete both an entrée and a dessert to present to the three judges, Peter Fischbach, Rickford R. Foo, and Francesco Palmieli.

As an added challenge, they also had to incorporate a secret ingredient to their dishes. For the entrée, the secret ingredients were Malghese cheese and cranberries. For the dessert, they were asked to use chipotle sauce or seasoning to their dish.

The culinary teams did a fantastic job incorporating the ingredients and developed the following dishes:

MORRISTOWN

ENTRÉE: Pan roasted pork tenderloin on top of baby spinach and butternut squash, and Malghese cheese puree and brown sugar cranberry compote with black pepper

DESSERT: Gluten free hazelnut brown butter cake with chipotle ganache and crème glaze, topped with spiced candied pepitas



JFK MEDICAL CENTER

ENTRÉE: Roasted acorn squash stuffed with a sausage, shallot, roasted chestnuts, apple, cranberry stuffing with Malghese cheese

DESSERT: Chipotle raspberry jam with beet root and cardamom custard with lemon whipped cream and crushed gingersnaps on top



ST. JOSEPH'S

ENTRÉE: Pan seared pork tenderloin with homemade butternut squash gnocchi, asparagus tips with a Malghese cheese sauce, and apple brandy demi gloss with cranberries

DESSERT: Vanilla bean panna cotta topped with espresso cream and grilled lemon strawberry chipotle compote



ST. CLARE'S

ENTRÉE: Stuffed chicken breast with roasted red pepper cheese, cranberry compote on a bed of risotto, which was made with Malghese cheese and scallions. It was accompanied by sautéed broccoli topped with cranberry brandy frisee.

DESSERT: Chocolate trifle which incorporated chipotle chocolate mousse, candied bananas, fresh pineapple, cinnamon toasted apples and was topped with white chocolate mousse

ROBERT WOOD JOHNSON

ENTRÉE: Braised rabbit leg, applewood smoked bacon wrapped tenderloin with cranberry glaze, accompanied with five spice butternut squash puree with Malghese cheese, roast baby turnips and asparagus tips

DESSERT: Pumpkin flan topped with biscotti cookie crumble, torched figs and chipotle infused sugar art

First place was Morristown, second place was JFK Medical, and third place was St. Joseph's. Congratulations to all the contestants for creating some amazing dishes!

Thanks again to our judges and business partners that helped with the events, especially Chef Nick and Pecinka Ferri for hosting the event, and also Boar's Head and RC Fine Foods for donating some great appetizers for the spectators.

NEW YORK

In recognition of Healthcare Foodservice Workers Week, AHF-NY hosted its annual Employee Recognition Dinner on October 3rd. The event was held at Russo's on the Bay in Howard Beach, New York. Attendees included operator members, vendor members, invited guests and honorees. This year, healthcare food and nutrition professionals submitted a total of 34 nominees from 17 New York self-operated healthcare facilities to be honored. They were recognized for going the extra mile, going above and beyond, and for their dedication and contribution to the industry's best practices. Each honoree received a personalized star trophy as their colleagues and well-wishers cheered them on.

For the second consecutive year, AHF-NY included a food drive to benefit St. John's Bread and Life. This community-based soup kitchen located in Brooklyn offers breakfast and lunch Monday through Friday to the underserved. Attendees gave non-perishable food items, which were donated to St John's the following day.



AHF AWARD WINNER PROFILES



The AHF Awards recognize those members of our association who have achieved the highest degree of excellence in their chosen fields. This is the first in a series of S.O. Connected articles profiling the 2018 AHF Award Winners.

Benchmarking Award of Excellence

The AHF Benchmarking Award of Excellence recognizes a healthcare facility who has used AHF Benchmarking EXPRESS™ consistently, showed improvement in KPI's, and utilized data to improve their operations.

Tell us a bit about your position at ProHealth Care Hospital Division.

My position covers all of the responsibilities for Food Service and Environmental Services within ProHealth Care. We currently have seven buildings with food operations

What was your team's reaction when you heard you won the award?

The team was very honored to receive this award and it has validated our efforts to reduce cost while striving to improve our operations. It's always a humbling experience to be recognized by our peers in this industry and it is even more rewarding that our progress and procedures have been emulated and implemented in different healthcare systems across the country. Furthermore, our hospital administrators were very impressed with the video and the national recognition we have brought to ProHealth Care.

Tell us a bit about how your team collaborates in using AHF Benchmarking EXPRESS™ to improve ProHealth Care's operations.

Our leadership team meets regularly to review and discuss various ways

to improve upon our operations. We are always looking for opportunities for improvement, which includes reviewing food products for pricing and nutritional benefits, introducing new and healthier recipes, evaluating staffing needs to ensure they have all the resources to be successful, and we are always networking with our peers within our local Wisconsin AHF Chapter for ideas and best practices. As we implement changes, we track our monthly numbers to see if we have generated revenue according to our budgetary goals, and to reassess our operating expenses for additional money saving opportunities.

We also consistently monitor our productivity levels to confirm our staff is on target and to ensure we are accountable for our department.

What does winning this award mean to the ProHealth Care team?

We are very honored and humbled to receive the award and recognition from our peers. As mentioned previously, it also reinforces the efforts that we can run a successful operation while also maintaining costs and improving operations.



RANDY SPARROW AND THE TEAM AT PROHEALTH CARE
ProHealth Care Hospital Division | Waukesha, Wisconsin

Making a Difference Award

The AHF Making a Difference Award recognizes business partners and media partners. It is given in memory of John Cabot, whose continued involvement and support over two decades helped define the partnership between operators and business partners.

Tell us a bit about your position at Rippe Associates.

My position is as a Principal of our Healthcare team at Rippe. We are foodservice kitchen designers and have several specialty segments we do design work for. I have always enjoyed putting my RD healthcare background together with my interest in design and working with clients. It really is an ideal position for me with a lot of variety in what I do; much of it is travelling to see clients across the country.

Sharing and learning from the different directors and their staff is one of my favorite parts of the position. I also enjoy mentoring and working with my team in the office on the design and project management. It has been great now that we have Revit/3D capabilities to really show our

clients what their space will look like before construction is complete.

What was your reaction when you heard you won the award?

It was definitely a surprise, but I was grateful that my friends Dave Reeves and Rob Geile thought enough of my industry involvement to nominate me.

Share with us how you view your partnership with AHF operator members. What is the most important aspect?

I view it as just that, a partnership. It is very symbiotic. We as Business Partners learn so much from the operator members and hopefully provide resources and assistance back to them. Since many of us work on a national platform we can usually connect an operator to others that may have a similar

question or solution to their issue. The most important aspect is building relationships with AHF members. My last years of involvement on the board and various committees allowed me to develop more personal relationships with the operators. This has led to incredible insight into what keeps them up at night and how we at Rippe can provide solutions to them. Getting involved in committees and IAB/Board is definitely a benefit if you want to build partnerships with the operator members.

You have been very involved with AHF through the years. What does winning this award mean to you personally?

I remember my first events with the legacy organization and then AHF, I saw all these members having such a good time together. They were wearing Togas and biker gear to these incredible events, and I hoped one day be comfortable enough to be able to join in the fun! So after many years of attending and being active - my team was finally comfortable enough to let our inner goofiness out and lip synch to Prince at the 2016 conference. Receiving the award made me thankful to be a part of the memories. It is such an honor and high point in my personal and professional life to be recognized with the Making a Difference award.



CHRISTINE GUYOTT
Rippe Associates | Minneapolis, Minnesota

THE CONFERENCE IS COMING!

The Association for Healthcare Foodservice's Annual Conference is the industry-leading conference for self-operated foodservice professionals and business partners. Attendees can expect to join AHF for unique conference sessions focused on industry trends and new ways to **Innovate, Influence, and Initiate**. AHF's 2019 conference will take place at the Westin Kierland Resort & Spa in Scottsdale, Arizona, from Tuesday, August 6 through Thursday, August 8, 2019.



With its acclaimed resorts, dining, shopping and nightlife, Scottsdale offers everything you'd expect from a premier vacation destination, plus something delightfully unexpected - the stirring beauty of the Sonoran Desert. Scottsdale's lush desert landscape offers nearly endless opportunities for outdoor adventure. Watch the sunrise from the gondola of a hot air balloon. Explore rolling mountain foothills on a hike in Scottsdale's McDowell Sonoran Preserve. Or unleash your inner cowboy and saddle-up for a Western-style horseback ride. Just make sure your cell phone is fully charged so you can capture the desert's breathtaking scenery and technicolor sunsets.

WHERE:

Westin Kierland Resort & Spa
in Scottsdale, Arizona

WHEN:

Tuesday, August 6 through
Thursday, August 8, 2019

***Registration for the 10th annual AHF Conference opens in March, 2019.**

Early Bird registration fee of \$675 ends June 3, 2019.

The regular fee of \$775 begins on June 4, 2019.

THE CONFERENCE IS COMING!

Prefer your adventure with an urban edge? Head for Old Town where art galleries and boutiques cozy up to some of the state's most popular chef-driven restaurants. Old Town also boasts award-winning craft breweries and wine-tasting rooms, as well as two of the city's most popular museums - [Western Spirit: Scottsdale's Museum of the West](#) and the Scottsdale Museum of Contemporary Art. And anchoring Old Town's northern edge are Scottsdale Fashion Square, the Southwest's largest shopping destination, and the city's Entertainment District, a mecca for high-energy nightlife. No matter how you slice it, Old Town Scottsdale is just about the most fun you can have in one square mile!

Beyond Old Town, you can discover the beauty of Frank Lloyd Wright's architecture at Taliesin West, hear Paolo Soleri's melodious bronze windbells at Cosanti, and stroll among thousands of colorful species at Butterfly Wonderland.

And when you're ready to relax and enjoy some Scottsdale-style self-care, the city's renowned resort and day spas are standing by with pampering treatments that blend Sonoran Desert-inspired indulgences and Native American healing traditions.

Known as much for its sophisticated urban flair as its magnificent Sonoran Desert setting, Scottsdale is a city that's sure to fill you with pure vacation inspiration.

The inspiring retreat of the Westin Kierland, located in the heart of "new" Scottsdale, will fill you with a sense of old Arizona and delight you with a fresh, modern destination. The Westin Kierland Resort & Spa celebrates the rich legacy of Arizona; the hallways, public spaces and grounds pay tribute to the people and landscape that have shaped the state's cultural heritage.

As you explore the Resort, you will find details of Arizona's rich history and those who had an important role in shaping it. Discovery Hall, Expedition Hall and Visionaries Hall are named as such to honor those who created the Essence of Arizona, from river explorers such as John Wesley Powell to Native American tribal chiefs and heads of state. Photographs and artworks are prominently displayed throughout the elegant hallways and venues, capturing the wondrous essence of Arizona for all to enjoy.





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