

Healthier Foods



How to Guide

This guide is designed to provide a step-by-step approach to implementing the HH Challenges and submitting data.

How to use this guide

The Healthier Hospitals (HH) How-to Guides provide a step-by-step approach to achieving and measuring the benefit of six specific areas of environmental intervention. The challenges have been carefully selected for their positive impact on human health and the environment, as well as to drive increased demand for healthier products in the marketplace. HH How-to Guides provide simple steps, case studies, resources and sample language to help facilities meet the six challenges and lead communities to a healthier future.



Engaged Leadership: The furthest reaching sustainability programming has leadership support, demonstrated by environmental charters, reporting structure and goal setting that recognizes the importance in continuous environmental quality improvement for the long term.



Healthier Food: Offer healthier food for staff, patients and visitors, positively impacting human health and the environment. Less meat, better meat and local and sustainable food are within reach.



Leaner Energy: Partner with ENERGY STAR for health care and reduce greenhouse gas emissions through decreased energy use. Case studies, sample RFP for developing a strategic energy master plan and other resources shine a light on energy conservation success.



Less Waste: Gather baseline waste data and reduce regulated medical waste (RMW), increase recycling and recycle construction and demolition debris to take control of materials and wastes.



Safer Chemicals: Improve health of employees, patients and communities by choosing safer chemicals in materials and products. Transition to greener cleaners, reduce PVC/DEHP in medical devices and reduce toxicity of furniture and finishings.



Smarter Purchasing: Follow step by step guidance to green the supply chain by taking on surgical kit reformulation, single use device reprocessing in certain categories, and purchasing greener electronics using the EPEAT certification.

Healthier Hospitals

Twelve of the largest, most influential U.S. health systems, comprising over 500 hospitals with more than \$20 billion in purchasing power, worked with Health Care Without Harm (HCWH), the Center for Health Design and Practice Greenhealth to create the Healthier Hospitals Initiative as a guide for hospitals to build upon the Centers for Medicare and Medicaid Services (CMS) Triple Aim—better health, better care and lower costs, and institute frameworks and implementation tools that can be used by every health care facility in the nation.

Due to the momentum and success of the Initiative, Healthier Hospitals will continue to use data to engage around proven environmental strategies and lead communities to a healthier future as a program of Practice Greenhealth.

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This guide was developed in coordination with the Healthy Food in Health Care Program of Health Care Without Harm.

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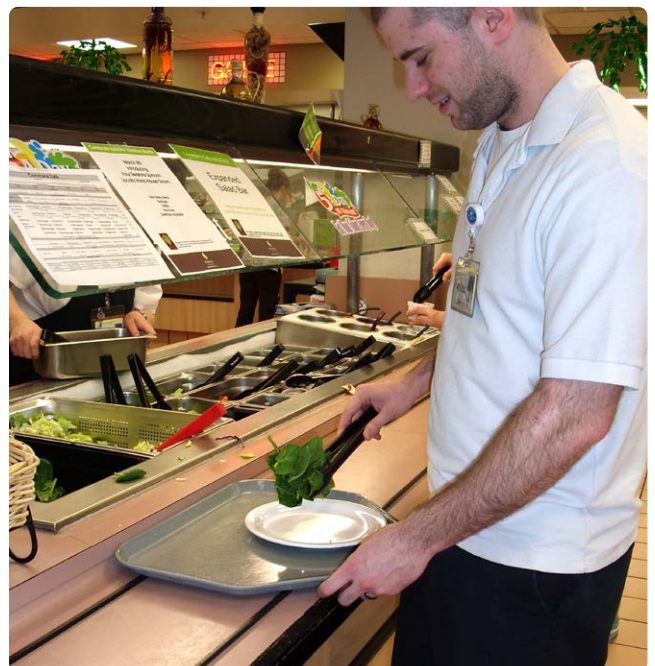
Introduction

The way food is produced, processed, packaged, distributed and consumed in the U.S. has significant impacts on human health, climate change, air and water pollution, and the viability of future agricultural production. The industrialized food system encourages quantity over quality and highly processed foods over fresh and whole foods, negatively impacting the environment and individual health. Nationally, the United States spends billions of dollars to treat diet-related, chronic diseases—\$147 billion to treat obesity alone, another \$116 billion to treat diabetes, and hundreds of billions to treat cardiovascular disease and cancer. Fortunately, institutions, individuals and policy makers have the power to create a food system that promotes health.

Health Care Facilities have a unique opportunity to use their purchasing power and mission of healing to model healthy food procurement and consumption by serving fresher, healthier, more nutritionally dense foods to patients, staff and communities. And they are doing that from coast to coast. Health care organizations are writing healthier menus, working with local farmers to purchase locally, sustainably-grown products, reducing the amount of meat they purchase and serve, and purchasing more fair trade and certified organic products. A facility has many strategies at its disposal to make this goal a reality.

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Hospital employee chooses locally-grown foods for lunch at Allegiance Health Jackson, MI

Healthier Food Challenge

Level 1 Commit to **one** of the following categories:
Less Meat, Better Meat, and Local and Sustainable Food Purchasing.

Level 2 Commit to **two** of the following categories:
Less Meat, Better Meat or Local and Sustainable Food Purchasing.

Less Meat, Better Meat:

Reduce meat purchased by 10% per year OR achieve ultimate goal of an average 1.5 oz (.09375 lbs / meal) per meal served.

Increase by 5% per year or achieve ultimate goal of 20% of meat and poultry purchases raised without the routine use of antibiotics. (Meat = beef, pork, poultry and lunch meat; measure = lbs.)

Local and Sustainable Food Purchasing:

Increase the percentage of local food purchases by 5% annually OR achieve ultimate goal of 20% of total.

Increase the percentage of sustainable food purchases by 5% annually OR achieve ultimate goal of 20% of total. (Measure=dollars)

HH Data Collection

The Healthier Food Challenge Requires data submission through the Institute for Health Care Improvement's Extranet Site. (www.ihl.org) See

the [Healthier Food Measure](#) for data collection details and the [Data Submission Guide](#) for guidance on IHI Registration and data submission.

Less Meat, Better Meat

Reduce meat purchased by 10% per year OR achieve ultimate goal of an average 1.5 oz (.09375 lbs / meal) per meal served.

Increase by 5% per year or achieve ultimate goal of 20% of meat and poultry purchases raised without the routine use of antibiotics.

Definition of Meat & Poultry

Inclusions: Beef, pork, poultry, lamb, bison including whole muscle meats, luncheon deli meats, pre-cooked fajita strips, pre-cooked breaded (frozen) nuggets, tenderloins and patties

Exclusions: all convenience foods (ex: pre-made lasagnas, deli salads such as ham salad, Chili Rellenos)

Background

The commitment to reduce meat and poultry purchases serves as both a climate change mitigation mechanism and a pathway to serving the healthiest, most sustainably produced meat available. It is also an opportunity for hospitals to model healthy eating patterns for patients, staff and visitors.

The reasons for Less Meat, Better Meat are profound and compelling. Most hospitals buy substantial amounts of meat, typically

through large distributors who source from the U.S. commodity beef, pork and poultry markets. Significant costs are associated with industrialized meat and poultry production and distribution, including antibiotic resistance, and air and water contamination. 80% of the antibiotics sold in the United States are used in industrial animal agriculture, with the majority of these not used to treat sick animals, but routinely administered in feed and water to promote growth and compensate for unsanitary and overcrowded living conditions. This sub-therapeutic application of antibiotics is breeding antibiotic resistant bacterial strains contributing to antibiotic resistant infections in humans. U.S. food production relies heavily on fossil fuels, and red meat production has a particularly large climate footprint.

Americans eat more than twice the global average for meat consumption. Hospital food service operations often mirror this trend. Reducing the overall amount of meat served in hospitals provides health, social and environmental benefits that are consistent with prevention-based medicine. Hospitals can deliver an important preventive health message to patients, staff and communities by reducing the amount of meat and poultry they serve and by purchasing sustainably-produced meats as an alternative. In addition, hospitals can reinvest the money saved into the procurement of higher-quality, sustainably-produced meat.

STEP 1: Make the Case

Many reputable researchers, organizations and government agencies acknowledge the importance of reducing meat consumption to improve health and reduce greenhouse gas (GHG) emissions and other environmental impacts. These [statements and articles](#) will support a proposal for the healthier foods challenge to hospital staff and administrators.

More than 300 leading medical organizations, including the American Medical Association, the

American Public Health Association, and the American Academy of Pediatrics agree that we must address the routine and non-therapeutic uses of antibiotics in animal agriculture as part of a [comprehensive strategy](#) to address antibiotic resistant infections and preserve the efficacy of antibiotics for health care.

It is important to engage and educate food-service staff, other hospital employees, patients, clinicians, hospital administrators and visitors on the importance of eating healthier foods. Use data

on the increased rates of obesity, overweight and chronic disease among adults and children to help staff and patrons understand the menu changes. Host educational presentations on the health impacts of food production, processing, packaging and transportation. Offer cooking demonstrations or healthy buffets as part of an educational

presentation to allow attendees to taste the components of balanced meals. Staff dietitians can also demonstrate how staff incentives for making healthier choices can reduce employee health care costs. Engage the hospital's wellness committee, employee health department and marketing team to communicate the benefits of healthier choices.

STEP 2: Develop a Baseline

Determine the facility's baseline purchasing levels of beef, pork, poultry and lunch meat in pounds of product from the previous year's records. Establish a method and routine for tracking these

purchases. [The Less Meat, Better Meat Tracking Tool](#) can be a useful tool. This tool also tracks other proteins purchased and served, including seafood and plant-based proteins, to provide a broader picture of the impact of balanced menus.

STEP 3: Learn From Others

- Read case studies on [hospitals](#) that have taken the challenge.
- [Sign up](#) for our [Healthy Food in Health Care newsletter](#) and share experiences and

resources with health care peers across the country. Watch the website for other educational opportunities.

STEP 4: Reduce Meat and Poultry on Menus

Use a variety of strategies to reduce meat and poultry on the cafeteria and patient menus while maintaining nutritional requirements for protein intake. Successful strategies include reducing meat portions; moving meat away from the center of the plate and increasing the amount of vegetables, whole grains and legumes; and substituting nutritionally balanced, whole vegetarian foods for meat. See additional strategies in the [Balanced Menus Brochure](#).

animals are lower in overall fat, and offer the healthier and preferred ratio of “good fats” to “bad fats” and other beneficial nutrients compared to their grain-fed counterparts.

- Identify recipes to support menu changes. Use the [Balanced Menus Recipe Toolkit](#) to find recipes that meet nutritional and sustainability criteria. These delicious dishes - developed by hospital chefs and reviewed by registered dietitians - feature whole, seasonal foods and little or no meat.
- Offer a diversity of grass-fed meats less frequently. Grass-fed beef, bison, lamb and goat can all be locally-sourced throughout the country. Meat and poultry from pastured

- Learn how plant-based proteins are part of a healthy, balanced diet. Research shows that Americans consume, on average, more animal protein than they need or should have. Additionally, protein needs through plant-based proteins in vegetarian, vegan (no animal products) or omnivorous diets are easily met. The American Dietetic Association has developed a formal statement declaring that well-planned vegetarian and vegan diets can support health throughout the life span. These [resources](#) on plant-based diets offer more information and ideas.
- Incorporate recipes that use health-promoting herbs, spices and flavorful sauces containing healthy oils, vinegars and other ingredients to decrease salt, sugar and unhealthy fats in meals.

STEP 5: Purchase Sustainable Meat and Poultry with Cost Savings from Meat Reductions

The money saved from reducing meat purchases can be used to purchase more sustainably-produced meat and poultry.

sources for sustainably-produced products are now available through these traditional networks. Ask distributors for their lists of local, sustainably-produced meat and poultry, including organic or other third party-certified items. Review the list of sustainable meat options available from distributors, and gradually increase the volumes, varieties and cuts of sustainably-produced meat and poultry purchases. Use this [Product Availability Survey](#) to help communicate preferences to suppliers or use this [Meat & Poultry Product List](#) to offer sources or examples of products.

- Learn about and use third party certifications and label claims to identify sustainably-produced meats, poultry [Understanding Labels: Meat and Poultry](#) and [Sustainable Food Definitions Checklist](#).
- Start with suppliers (GPOs, distributors or purveyors, and local farmers). Many good

- Look for local producers who use sustainable farming practices through local agriculture networks, farmer cooperatives, farmers markets and sustainable food organizations. Directories of local farms and farmers markets can help locate sources.
- A word about seafood: Seafood is often seen as a healthy menu replacement for meat. Although seafood is a great source of important nutrients and healthy fatty acids (omega-3s), it also poses significant environmental and health problems, including potential exposures to toxic pollution (mercury, polychlorinated biphenyls, dioxin and brominated flame retardants) in many species, the use of antibiotics, unnatural feed raised with pesticides, and where and how the seafood is raised, farmed and harvested. When choosing seafood, work with the purveyor and access the many great resources available to identify sustainable seafood options (see resources below).
- Strategies for reducing cost:
 - Use less familiar, less expensive cuts of sustainable meat and poultry to offset the often higher costs of sustainable meat, such as ground beef, stew meat, and chicken legs and thighs. These are often readily available.
 - Avoid using small cuts from large animals, such as tri-tip steaks. These are fewer per animal, expensive and more difficult to source in substantial volume from sustainable producers.
 - Reduce reliance on higher-priced, pre-cooked and/or processed meats, such as fajita strips, chicken strips, beef patties and lunch meat.
- Collaborate with other healthcare facilities and even other types of institutions (universities, schools, hotels, sports and entertainment venues, and prisons) in the area to create regional sustainable meat alliances. Investigate collective purchasing strategies, local food hubs, farmer cooperatives and other efforts to build a local, affordable supply of sustainable meat.

STEP 6: Promote Less Meat, Better Meat Changes to Patients and Customers

Market the changes in the cafeteria and patient menus to assure the challenge's success. Use these print-ready [marketing materials](#), including table tents, patient tray bookmarks, brochures and posters, to support implementation. Hospitals that promote their healthy meal changes have the highest success rates

and often generate additional revenue from increased sales of healthier menu items. Ask the marketing department to take pictures of the meals and of staff preparing and enjoying them. Ask the dietitians and marketing department to help survey employees for their feedback, and share employee testimonials of weight loss, improved health and satisfaction with the healthier menus.

STEP 7: Track Progress and Celebrate Success

Use the [Less Meat, Better Meat Tracking Tool](#) to track the reduction in meat purchasing and increases in percentage of meat purchased according to the approved certifications and label claims. Your facility may also be interested in using the GHG Emissions Calculator to estimate the associated carbon footprint reduction. Ask the marketing department to plan celebrations and recognize food service staff for their participation in the hospital's efforts

to increase sustainability. Be sure to promote these successes to hospital administrators and in the hospital's annual report and, if applicable, sustainability report. Develop "green" pages on hospital websites and in hospital newsletters to highlight successes internally and externally. Become a member of Practice Greenhealth and apply for the Greenhealth Environmental Excellence Award to honor the food service staff's and Healthy Food Committee's hard work and accomplishments.

For More Information

- Understanding Labels: Meat and Poultry: <https://noharm-uscanada.org/documents/understanding-labels-meat-poultry>
- Sustainable Food Definitions Checklist: <https://noharm-uscanada.org/documents/sustainable-food-definitions-checklist>
- Balanced Menu Challenge webpage: <http://www.healthyfoodinhealthcare.org/balancedmenus.php>
- Balanced Menu Brochure: http://www.noharm.org/lib/downloads/food/Balanced_Menus.pdf
- Balanced Menu Recipes: <http://www.healthyfoodinhealthcare.org/balancedmenus/recipes.php?pid=157>
- Balanced Menu Marketing Materials: <http://www.healthyfoodinhealthcare.org/balancedmenus.marketing.php?pid=157>

- Balanced Menus Dietitian Outreach: <http://www.healthyfoodinhealthcare.org/balancedmenus.dietician.php?pid=157>
- Food Service and Climate Change: <http://www.healthyfoodinhealthcare.org/issues.climate.php>
- Balanced Menus: A Pilot Evaluation of Implementation in Four San Francisco Bay Area Hospitals (pdf): http://www.noharm.org/lib/downloads/food/balanced_menus/Balanced_Menus_Pilot_Eval.pdf
- Antibiotic Resistance and the Agricultural Overuse of Antibiotics Fact Sheet (pdf): http://www.noharm.org/lib/downloads/food/Antibiotic_Resistance.pdf
- Feeding Arsenic to Poultry: Is This Good Medicine? (pdf): http://www.noharm.org/lib/downloads/food/Feeding_Arsenic_to_Poultry.pdf
- Meat & Poultry Product List <https://noharm-uscanada.org/content/us-canada/meat-and-poultry-product-list>
- Monterey Bay Aquarium Seafood Watch Consumer Guides: <http://www.seafoodwatch.org/seafood-recommendations/consumer-guides>
- Marine Stewardship Council: <https://www.msc.org/>
- Northwest Atlantic Marine Alliance: <https://namanet.org/>

STEP BY STEP

Local and Sustainable Food Purchasing

Increase the percentage of local food purchases by 5% annually OR achieve ultimate goal of 20% of total.

Increase the percentage of sustainable food purchases by 5% annually OR achieve ultimate goal of 20% of total.

Local and Sustainable Defined

Local: Farms, ranches, farmer cooperatives, food hubs and production/processing facilities located within a 250-mile radius of the facility. (Note: For processed foods with multiple ingredients, [e.g., breads], the product must have the majority of ingredients [greater than 50 percent by weight] produced within the 250-mile radius.)

Sustainable: Approved to carry one or more of the following independent third party-certified eco-labels: USDA Certified Organic, Food Alliance Certified, Rainforest Alliance Certified, Protected Harvest, Fair Trade Certified, Bird Friendly, Certified Responsible Antibiotic Use (CRAU) chicken standard, Global Animal Partnership' Certified Humane Raised and Handled, Animal Welfare Approved, Salmon Safe, Marine Stewardship Council or other eco-label that has transparent and meaningful standards and independent verification processes; AND/OR Carries one of the following label claims allowed by USDA or FDA: "Raised without antibiotics" or "No antibiotics administered" (poultry and meat products); "Raised without antibiotics that cause

antibiotic resistance in humans" (poultry); "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," or a statement such as "Our farmers pledge not to use rBGH or rBST"/"Our farmers pledge not to use artificial hormones" (milk, butter, cheese, yogurt, ice cream, sour cream, cottage cheese); "Grass-fed" (products from ruminants such as beef cattle, dairy cattle, lamb). Note that no third-party audit is required to use these claims. Additionally, it should include the USDA Process Verified Shield.

Background

Hospitals have significant buying power as institutions. Their sheer sector size enables them to send important food and eating messages to both consumers and the market place. By prioritizing sustainably-produced food, hospitals have the ability shift the food system in a more sustainable direction, improve the health of their patients, staff and visitors, and invest in the well-being of communities and the environment.

Additional Guidance:

Inclusions: Produce (All forms: fresh, whole or minimally-processed; frozen; canned), Meat & Poultry, Seafood, Dairy (including fluid milk), Grocery/dry goods

Exclusions: Beverages (except fluid milk, coffee and tea) and convenience foods (ex: pre-made lasagna or eggplant parmesan)

STEP 1: Create a Project Team

Purchasing food and successfully utilizing it is more than a one-person job. The first step in beginning down the path of sustainable food purchasing is to gather a team of individuals who will help order, prepare, serve and market the food. This team can meet at a regularly scheduled time (e.g., weekly, monthly quarterly) to identify goals and implementation strategies. Examples

of individuals to include on the team are the food service director, main food purchaser, executive chef/head cook, patient and cafeteria managers, and a marketing/PR specialist.



Hospital chef prepares nutritious meal at Sparrow Hospital, Lansing, MI.

STEP 2: Develop a Baseline

To reach the goal an understanding of current purchasing practices and the ability to track increases over time are needed. [Local & Sustainable Tracking Tool](#) includes a tracking tool

that can guide food service staff in gathering and tracking this data. Staff can also develop their own baseline and benchmarking system to evaluate current sustainable purchases relative to overall food purchases.

STEP 3: Choose Product Areas and Important Sustainability Indicators

With an understanding of current purchasing practices, staff can begin to identify areas to focus on to increase sustainable procurement. For instance, a facility may not be purchasing much sustainably-grown produce and choose to focus on this area. Alternatively, the facility could choose to increase sustainably-grown purchases across several product categories.

the facility. For example, if protecting farmworker, community and consumer health is a high priority, the facility may decide to focus on food produced without synthetic pesticides. If protecting the efficacy of antibiotics is a priority, many hospitals, meat, poultry and dairy products produced without antibiotics could be the focus. To learn more about sustainability criteria and eco-labels, [Sustainable Food Definitions Criteria Checklist](#).

It is important for the team to determine which sustainability indicators are most important to

STEP 4: Make the Case

Once staff have determined current purchasing practices, product categories to focus on and sustainability criteria, discuss plans with administrators and food service staff. Support from these constituents is critical.

Important points to cover when talking to them include why the changes are important; a plan/roadmap for making the changes; cost increases and how they will be handled; and champions of the proposed changes, such as department heads outside of food service.

STEP 5: Inform Distributors, Producers and Vendors

There is a lot of confusion about the definitions of “sustainable” and “local.” Discuss sustainable purchasing intentions with distributors, producers and vendors to ensure that everyone is on the same page about what sustainability means to the facility. Let vendors, producers and distributors know about revised purchasing goals, ask them to highlight products that

meet these criteria, and, to ease tracking on the facility’s end, ask them to help track the sustainable purchases. When determining product types to purchase (e.g., produced without antibiotics, organic, etc.) strive to use third-party certifications or FDA/USDA-approved label claims, which have consistent, specific definitions, to represent these interests. This information can then be directly communicated to supply chain entities to avoid confusion.

STEP 6: Address Cost/Challenges

While facilities experience many successes in purchasing more sustainable food, they are also likely to face some challenges. Cost is often one of the first barriers. Fortunately hospitals across the country have worked for many years on developing innovative strategies to address this issue. Ideas for mitigating cost increases while still working to achieve sustainable purchasing goals include:

- Reducing the amount of meat purchased and served, and using the cost savings to purchase more sustainably-produced meat or produce

- Purchasing local, sustainable food when it is in season and preserving it for future use (e.g., buying berries in the summer and freezing them for winter use)
- Reduce portion sizes according to USDA recommendations
- Purchase sustainably-produced “farm seconds” for foods that will be cooked/processed (e.g., blemished produce for soup)
- Work with other regional facilities to create buying clubs that will help lower costs on certain products with increased demand/bulk orders

STEP 7: Market Healthy Food Efforts

One of the easiest ways to make sustainable purchasing successful is to have patients and customers who support these efforts. However,

they can’t do that if they don’t know about it. Provide cafeteria customers with signage about the sustainable products in their meals, and use table tents to explain the program’s goals and

rationale. Highlight patient menu options that use sustainably-produced food, communicate the benefits of local, sustainably-produced food on tray liners, and, most important, keep consumers informed of the hospital's accomplishments and

progress. The more informed they are the more likely they will be to buy/order food that is made with sustainable products and to pay higher prices for those foods. This increased demand and acceptance can help offset costs.

STEP 8: Track Progress and Celebrate Success

Use the [Local & Sustainable Food Purchasing Tracking Tool](#) to ensure continued progress toward annual and ultimate goals. Ask the marketing department to plan celebrations and recognize food service staff for their participation in the hospital's efforts to increase sustainability. Be sure to promote these successes to hospital administrators and in the hospital's annual report and, if applicable, sustainability report. Develop "green" pages on hospital websites and in hospital newsletters to highlight successes internally and externally. Become a member of Practice Greenhealth and apply for the Greenhealth Environmental Excellence Award to honor the food service staff's and Healthy Food Committee's hard work and accomplishments.



Foodservice director promotes local and sustainable foods weekly to cafeteria patrons at Bronson Battle Creek. (Battle Creek, MI)

For More Information

General:

- Healthy Food in Health Care website: www.healthyfoodinhealthcare.org
- Food and Food Purchasing: A Role for Health Care: http://www.noharm.org/lib/downloads/food/Food_and_Food_Purchasing.pdf
- Food Eco-Labels: A Food Purchasing Guide document: http://www.noharm.org/lib/downloads/food/Food_Eco-Labels.pdf
- Sustainable Food Definitions Checklist: https://practicegreenhealth.org/sites/default/files/upload-files/sustainable_food_definition_checklist.hfhc_.pdf

Meat, Poultry, Seafood:

- Understanding Labels: Meat and Poultry: https://practicegreenhealth.org/sites/default/files/upload-files/understanding_labels-meatpoultry_hfhc_.pdf
- Purchaser's Guide to Source Sustainable Poultry: http://www.noharm.org/lib/downloads/food/Purchas_Sustainable_Poultry.pdf
- Sample Poultry Supplier Questions: http://www.noharm.org/lib/downloads/food/Poultry_Supp_Survey_Quest.pdf
- Monterey Bay Aquarium Seafood Watch Consumer Guides: <http://www.seafoodwatch.org/seafood-recommendations/consumer-guides>

- Marine Stewardship Council: <https://www.msc.org/>
- Northwest Atlantic Marine Alliance: <https://namanet.org/>

Beverages:

- Purchaser's Guide to Sourcing Sustainable Coffee and Tea: http://www.noharm.org/lib/downloads/food/Sourcing_Sustainable_Coffee_Tea.pdf
- A Purchasing Guide to Sourcing Dairy Products Produced Without rBGH: http://www.noharm.org/lib/downloads/food/Purchasing_Non-rBGH_Dairy.pdf

Grains/Grocery:

- A Purchasing Guide to Sourcing Food Without Genetically Engineered Ingredients: http://www.noharm.org/lib/downloads/food/Purchasing_Non-GMO_Food.pdf

Supply Chain Resources:

- Strategies to Increase Sustainable Food Options via GPOs and Distributors: http://www.noharm.org/lib/downloads/food/Sustainable_Food_and_GPOs.pdf
- Integrating Sustainability Requirements into Health Care Food Service Contracting: http://www.noharm.org/lib/downloads/food/Intating_Sustainability_Food_Service.pdf

Additional Resources

Easy to use templates, sample language, check lists and others tools facilitate program implementation.

Measure Overview Guide - Healthier Food

A Power Point Guide to assist in data submission on the Less Meat, Better Meat and Local and Sustainable Food Challenges.

<http://www.healthierhospitals.org/hhi-challenges/resource-library/healthier-foods-measures-overview>