

From liability to asset: Northwell's food transformation

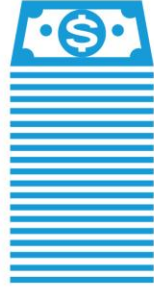
journey...

Sven Gierlinger
SVP, Chief Experience Officer





23
hospitals
830+
ambulatory
facilities



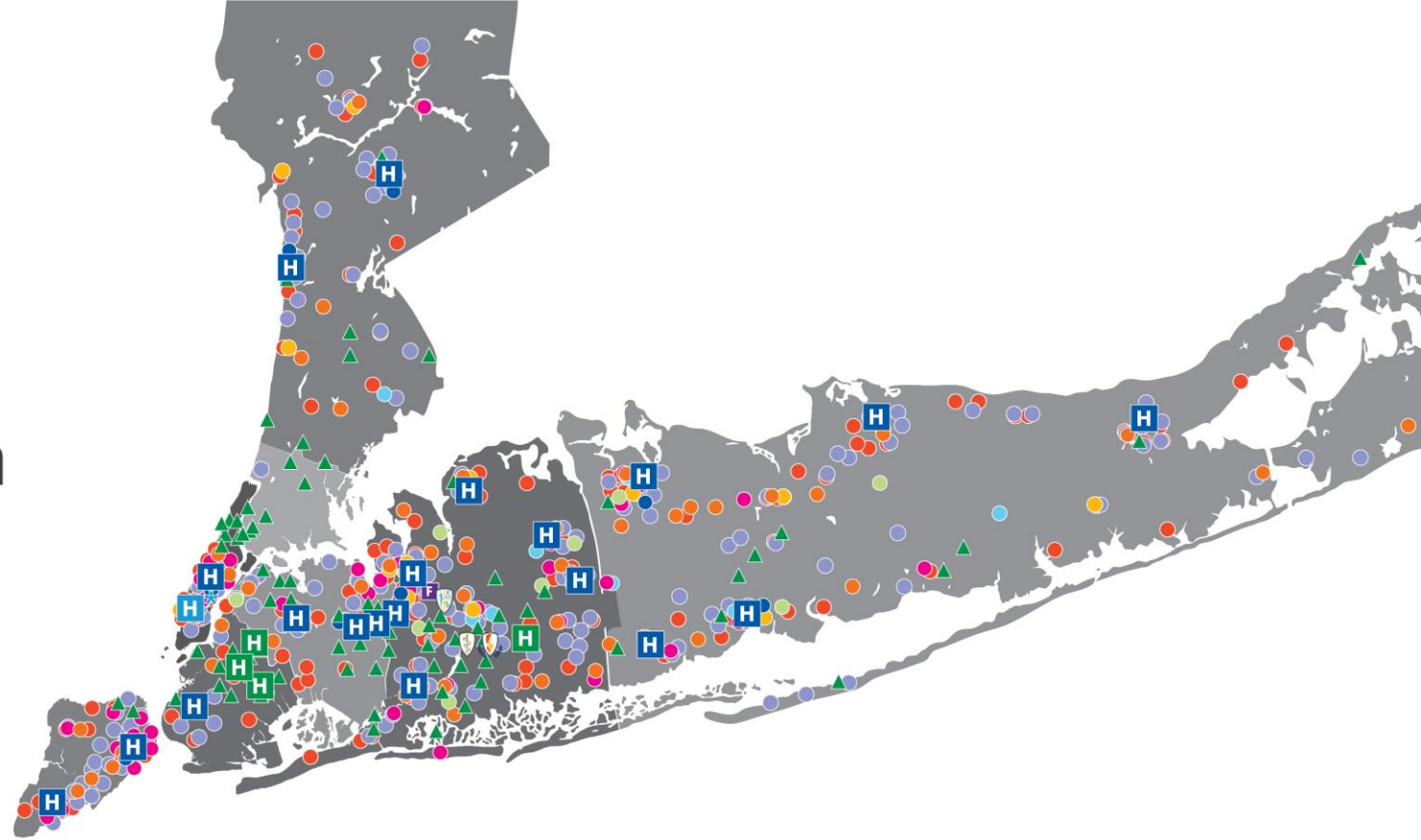
\$14
billion
annual
operating
budget



5.5
million
patient encounters



31%
inpatient
share of
market



80,000
employees

over 4,500
employed physicians

14,000
affiliated physicians



1,900
residents
and fellows in
160 programs



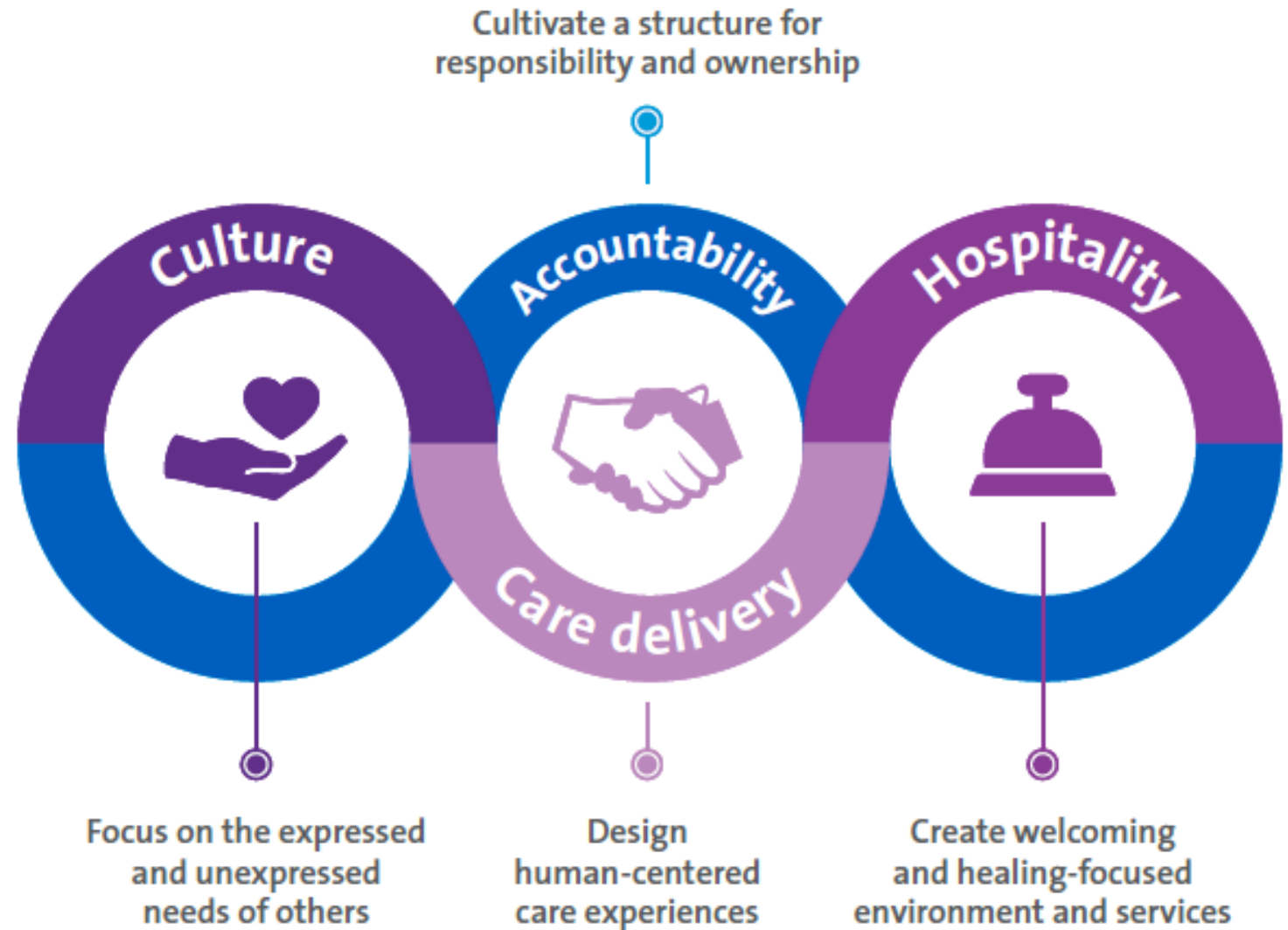
4,000
researchers

2,500
clinical
research
studies conducted



PX Strategy

A comprehensive approach



Where we started...



What our patients were *really* saving

“The food was inedible most days.”

“Food was atrocious and unpalatable! Not fit to feed my dog.”

“Every meal brought to me was unappetizing. **People need good food to get better!**”

“Hire some chefs who know how to cook!”

“Hire a new nutritionist. Food was too heavy on carbs, sauces, water logged frozen vegetables, & sugars.”

Did you *know*?

10M+ meals a year

1K+ employees in F&N

\$55M food expense

Largest consumer of Perdue Chicken on the United States East Coast (2M pounds a year)

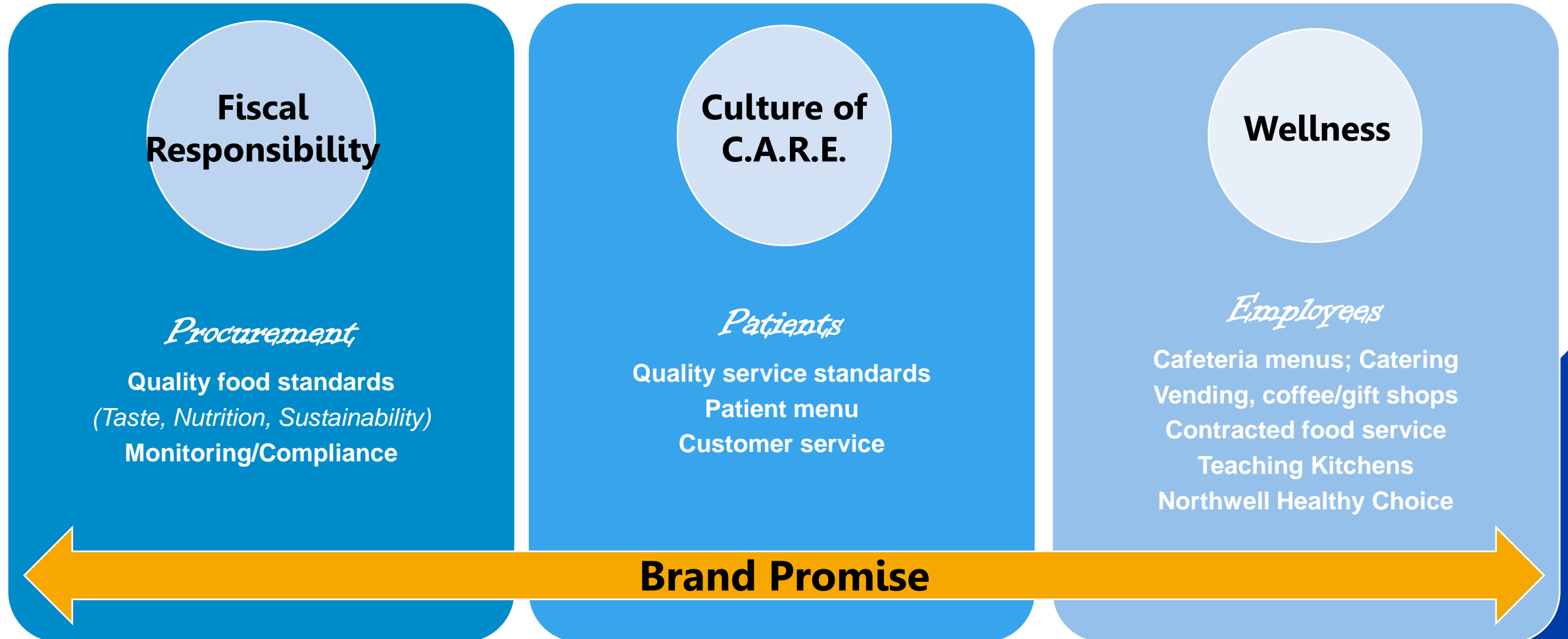
Disruptive Innovation

Building a foundation of excellence

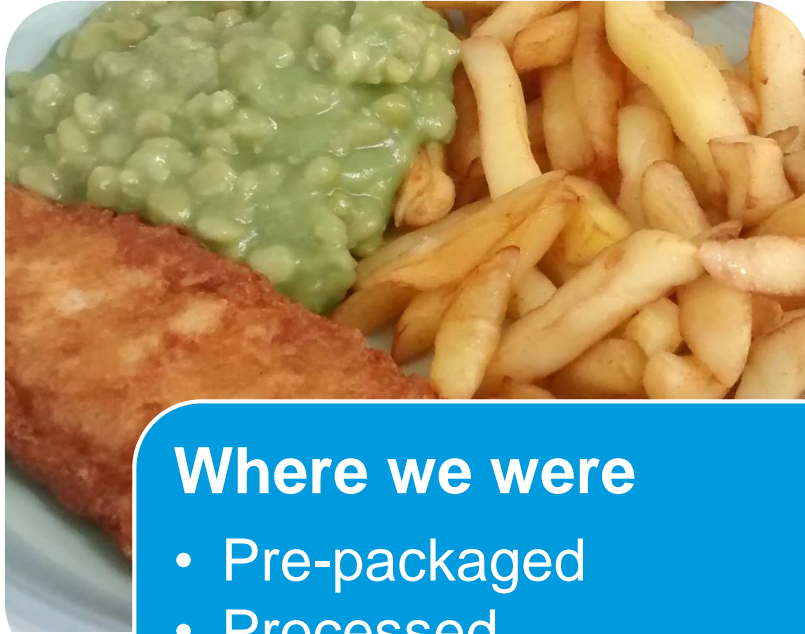


Turning hospital food from liability to asset

A Collaborative Approach



Our challenge to *make things right*



Where we were

- Pre-packaged
- Processed
- Preservatives
- Frozen
- Fried
- Canned



Where we *needed* to be

- Fresh, natural & local
- Whole foods
- Healthy & nutritious
- Non-GMO & antibiotic free
- Freezer & Fryer Elimination
- Delicious

Our Transformation Journey

Organizational Commitment

released 2017

Northwell Health has transformed the way we buy, cook and serve food throughout our organization to support the healing and well-being of our patients, team members and community, elevating the taste and quality of foods we serve.

Key Initiatives

Northwell Healthy Choice

Chef Excellence

Education

Community



The Northwell Health Food and Nutrition Commitment

Northwell Health has transformed the way we buy, cook and serve food throughout our organization to support the healing and well-being of our patients, team members and community, elevating the taste and quality of foods we serve. Food is our most basic way to maintain good health, prevent sickness and maximize clinical benefit. At Northwell, we see food as health, and as medicine.

As the largest healthcare system in New York State, and as obesity and chronic disease continue to escalate, we have an imperative to provide fresh, healthy, and great tasting food to the millions of lives we touch each year. We know that even small shifts in food choices over time, including environmental reinforcement, can support maintenance of healthy weights and reduce the risk for chronic disease.

Our goal is to change how people think about food.

The transformation of our nutrition environment is strategically focused on sourcing fresh products, reducing the amount of processed and frozen convenience foods served, and incorporating healthy, restaurant-quality cuisine that offers more nutritious and delicious choices that support health and healing for every community we serve.

We're committed to replacing freezers with refrigerators; removing fryers; and replacing sources of added sugar with healthier options. To further advance our goals, we have implemented the following initiatives:

Northwell Healthy Choice

Our nutrition criteria embrace national recommendations with delicious options available daily in our cafeterias, coffee shops, vending machines and catering. It is our pledge to serve food that tastes good, is good for you, and supports the environment.

Northwell Healthy Choice options provide:

- Better quality calories. Better choices.
- Whole foods. Minimally processed.
- Fresh baked. Never fried.
- More fiber. Less salt, less sugar and less saturated fat.
- More water, seltzer and unsweetened beverages.

Chef Excellence

We are raising the bar for chef development, recruiting the future generation of chefs, applying hospitality industry practices to our food preparation, and celebrating the flavors of whole, fresh ingredients. Our registered dietitians are an integral part of the team to meet the healing and well-being needs of our patients, visitors and team members.

Education

We understand that healthy habits begin in the home. That's why we provide our communities with opportunities to learn how to prepare foods in healthy ways, taste new dishes, and learn about good nutrition throughout their lifespan. Our teaching kitchens are a popular, accessible tool to expand cooking confidence and learn about nutrition.

Community

We are assisting patients who have food insecurity by providing hospital-based access to emergency food, supporting their nutritional-related conditions, and helping them navigate government and community resources. We further extend our reach to our community through policy and collaborations with local organizations, farmers, farmers markets, and Community Supported Agriculture offerings.

Michael J. Dowling
President and CEO



At Northwell Health, we are working to change health care for the better. The implementation of a comprehensive food and nutrition transformation is one of our key strategic commitments to keep our patients, team members and communities safe and well.

Making *National News*



The New York Times

Hospital Food You Can Get Excited About

Bland, institutional food can be bad for patients in many ways.



INSIDE
edition



What's cooking at Chez Northwell

A Michelin-star chef is reinventing hospital food at the state's largest health system

Bruno Tison listened to a generous clump of filet mignon with butcher's twine, seasoned it with salt and pepper, and sautéed it in a blazing hot pan with an herb-infused demi glace.

After the chef taste-tested the meat with satisfaction, his protégés in the basement kitchen at Lenox Hill Hospital quickly nibbled on the rest.

photo of his latest creation: a towering salad of avocado and fresh tuna tartare with an herb emulsion.

Hospital food didn't exactly use to be Northwell's strong suit. Many past patients rated its meals as "not good," or awful," said Sven Gieslinger, Northwell's vice president and chief experience officer. Gieslinger, himself a trained chef, hired Tison to turn things

BECKER'S HOSPITAL REVIEW

Northwell first health system in nation to hire Michelin Star chef

Written by Anuja Vaidya (Twitter | Google+) | December 20, 2017 | Print | Email

New Hyde Park, N.Y.-based Northwell Health named Michelin Star chef Bruno Tison assistant vice president for food services and the corporate executive chef.

Northwell Health hires Michelin-starred chef Bruno Tison for hospital system

12/20/2017 | Newsday



Northwell Health's secret to better patient care? A Michelin star chef.

9:30 AM - October 15, 2018

Home > Providers > Hospitals

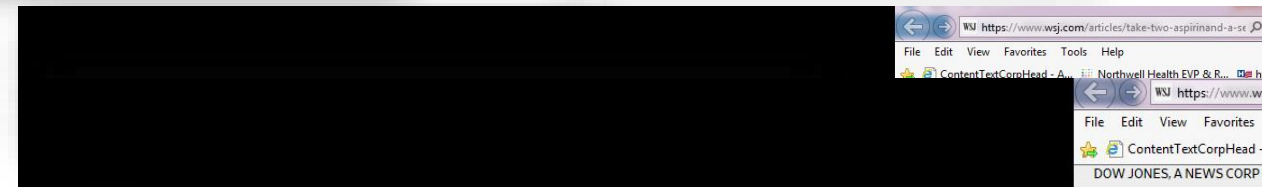


Northwell Health's top chef is a real star—Michelin that is

By Modern Healthcare | March 10, 2018

It's not news that hospitals have been working for a while to improve their culinary game. But Northwell Health has kicked things up a notch.

In his former life in the world of fine dining, Bruno Tison earned a coveted Michelin star as executive chef of the Fairmont Sonoma (Calif.) Mission Inn &



Procuring *healthy choice* ingredients:

From processed, frozen, canned... to fresh, natural, locally sourced, & healthy



Fresh vegetables instead of frozen, canned



100% "Strauss Free Raised" beef – no antibiotics or hormones, grass fed/grass finished American beef



Antibiotic free (ABF) fresh poultry and seafood



100% "Farm Promise" pork – no antibiotics, vegetarian fed, and humanly raised



Fresh, artisanal bread program – locally baked



Healthy Choice desserts – provided by local bakeshop



Culturally Diverse Food Offerings



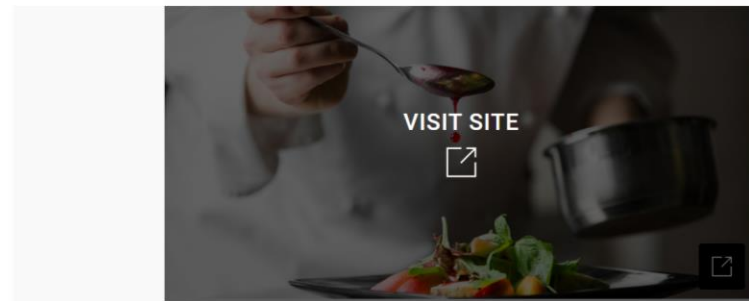
100% elimination of oil fryers from all Food and Nutrition Departments



80% of purchased beverages are reduced sugar or sugar free

Transforming the Culinary Experience

*A Focus on Chef
Talent*



Online Culinary School works - Escoffier Culinary Arts

Five program options cover culinary arts, plant-based culinary arts, pastry arts & more. Get 1-on-1...

Ad <https://discover.escoffier.edu/>

Our Chefs come from places such as...

- The French Laundry
- Four Seasons Hotels
- Fairmont Hotels
- The Ritz-Carlton Hotel Company
- The Plaza Hotel



Culinary Careers at Northwell Health

2.2K views • 3 years ago

Northwell Health Careers

We're revolutionizing food's role in health care. Are you Made for elevating the culinary experience? Watch how N...

- French Culinary Institute of New York
- And multiple Michelin Star restaurants across US & Europe... we are the envy of many hotels and restaurant companies



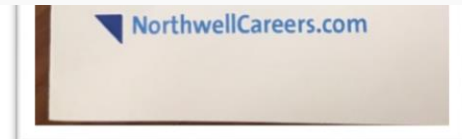
Northwell Health's Food Transformation Journey

870 views • 2 months ago

OPCE Northwell Health

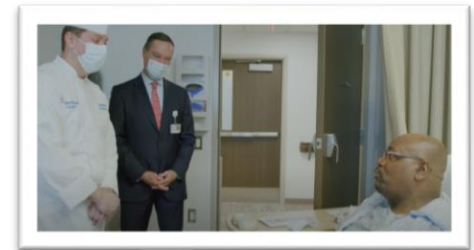
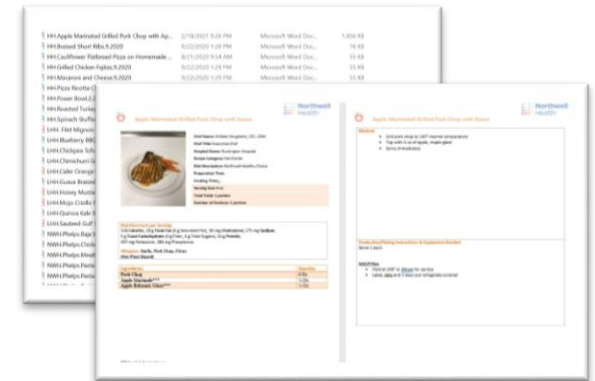
Tuition Forgiveness Program (partnership with HR)

The Why... (job security, growth, benefits, work life balance, higher purpose)



Raising the bar...

- Focus on teaching staff
- Recipe database
- Appearance: Professional uniform standards
- In-room dining vs. cook serve vs. ~~cook chill~~
- Patient rounding
- Menu redesign



2022 Northwell Health *Chefs Challenge*

11th Annual Chefs Challenge

held at Glen Cove Hospital

“This event is important because it highlights culinary excellence across Northwell and energizes all of our chefs and food and nutrition teams to bring their best.”

– **Sven Gierlinger, SVP, Chief Experience Officer**

2022 highlights include:

- Celebrity guest judge, Lidia Bastianich
- Senior leadership attendance
- Highest number of submissions since event creation

Congratulations to the winning teams!

- **First Place:** Peconic Bay Medical Center
- **Second Place:** Syosset Hospital
- **Third Place:** Northern Westchester Hospital





Northwell Health

Christopher Singman
Executive Chef

Northwell Health

Marc Bauer M.Ed
Executive Chef

Spartan Hospital
Northwell Health

Clinical Nutrition: An *Evidence-based* Approach



Inpatient Focus

- Standardization
- Quality & Regulatory Compliance
- Top Projects: Malnutrition & Liver Frailty Testing



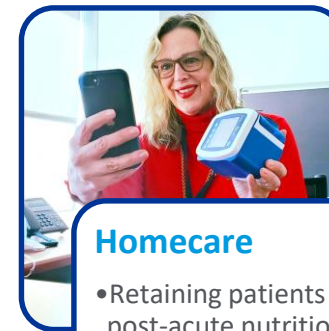
Outpatient & Ambulatory Care

- Billing and Reimbursement
- Transitions of Care
- Standardization of care in specialty areas



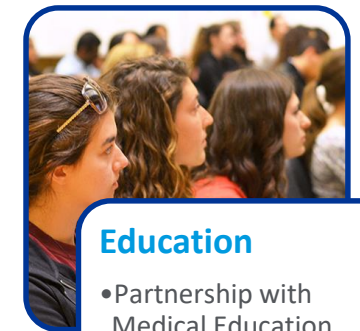
Community Outreach

- Wellness on Wheels
- Health Screenings
- Healthy Store Initiatives
- Grocery Store Tours



Homecare

- Retaining patients for post-acute nutrition support
- Focus on Region Care



Education

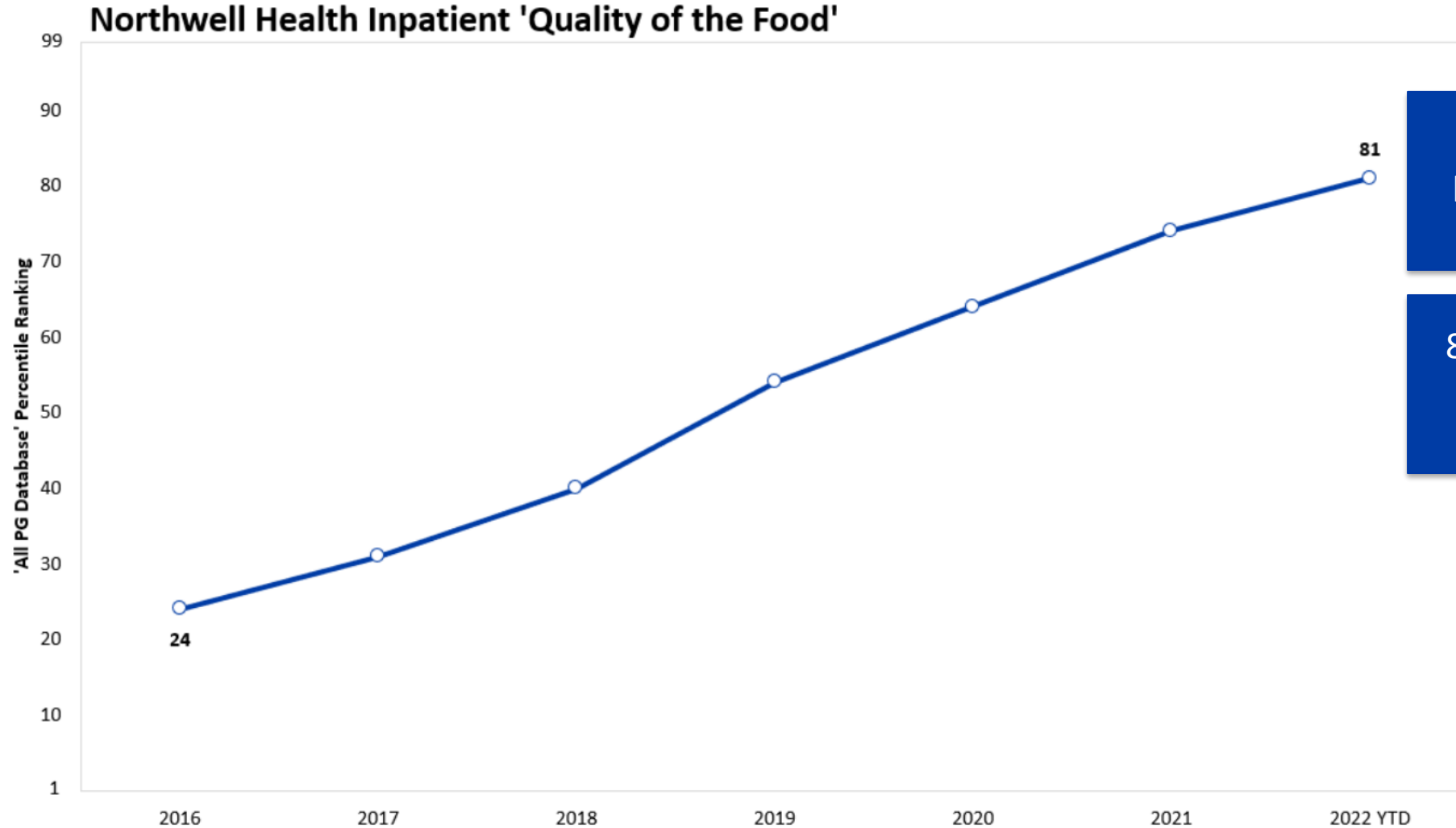
- Partnership with Medical Education
- Partnership with Northwell Zucker SOM

Teaching Kitchens

- June 2022 YTD: 65 Teaching Kitchens
- Northwell is active member of Teaching Kitchen Collaborative Health Choice Recipe Database
(Collaboration between Harvard University School of Public Health & the Culinary Institute of America)



Outcomes: Northwell Health Inpatient *'Quality of the Food'*



67% of Northwell adult hospitals rank in the top quartile

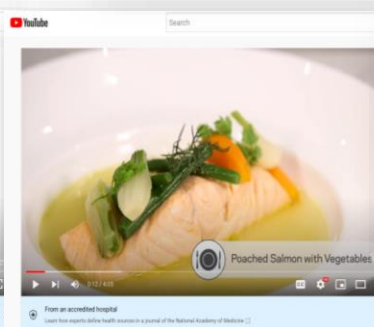
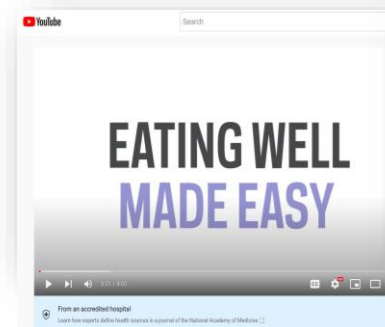
8 Northwell hospitals are achieving the 90th percentile or higher

*Surveys received through 6/29/22



What's *next...*

- Getting to the 90th %ile System-wide
- Focus on tertiary hospitals
- Continue to elevate and foster Chef Talent & Nutrition Services
- Teaching Kitchen & CLI Partnership
(Chefs, Employees & Communities)
- Food as Health – addressing food insecurities, Community & Population Health Collaboration
(partnership w/ Queens County Farm)
- Sustainability, waste reduction & cost control
- “Eating Well Made Easy” Cooking Series on *The Well*
- Promoting our new brand, standard and commitment to F&N excellence...



Thank you...
Questions?