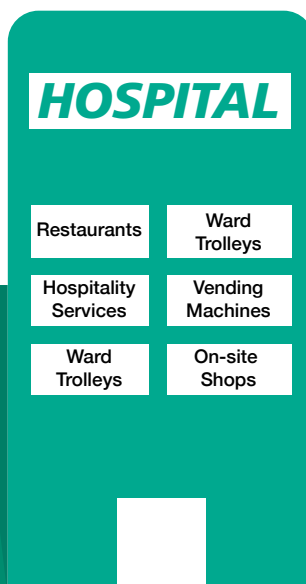
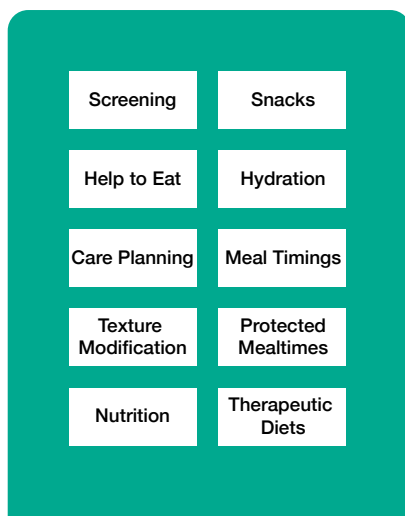


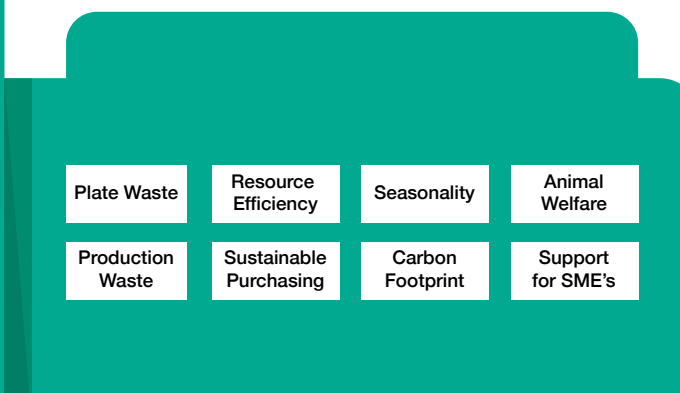


A toolkit to support the development of a hospital food and drink strategy

Nutritious Food for Patients



Sustainable Food for All



Healthier Food for Staff and Visitors

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Introduction

The Department of Health has created this toolkit, in conjunction with the Hospital Food Standards Panel, to support NHS hospitals in the development of a food and drink strategy, one of the requirements identified in the [NHS Standard Contract](#).

Key considerations relevant to the whole strategy include:

- How will organisation wide buy-in be gained for the strategy?
- How will progress of the strategy be maintained, monitored and evaluated?
- How frequently will the content of the strategy be reviewed?

The strategy should address:

- The nutrition and hydration needs of patients
- Healthier eating for the whole hospital community, especially staff
- Sustainable procurement of food and catering services

The toolkit includes the relevant food standards identified as a requirement in the NHS Standard Contract:

For patient catering

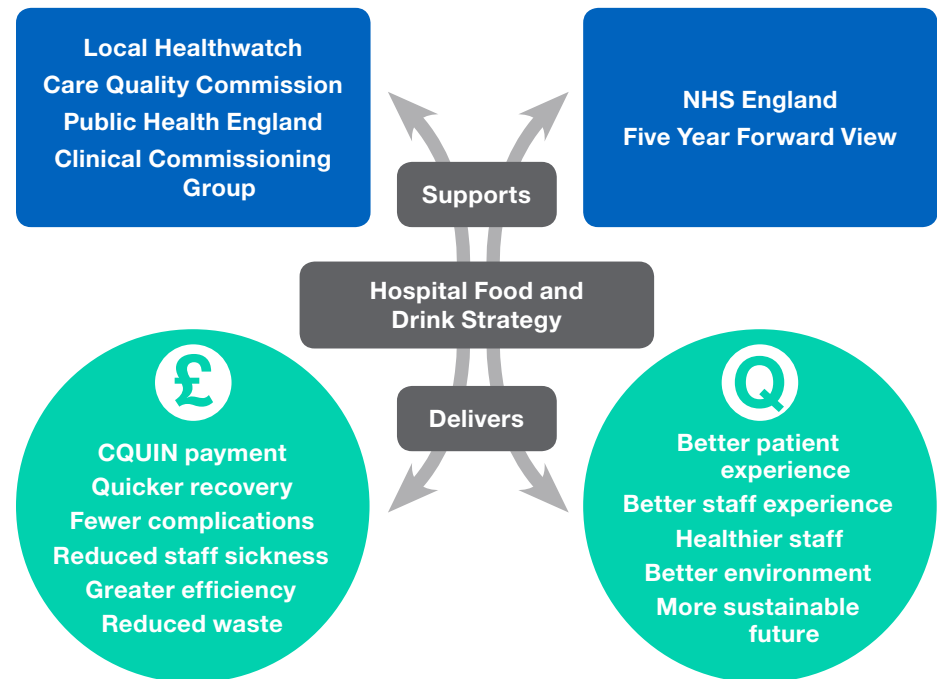
- 10 Key Characteristics of Good Nutritional Care, NHS England [Click here.](#)
- Nutrition and Hydration Digest, the British Dietetic Association [Click here.](#)
- Malnutrition Universal Screening Tool or equivalent, BAPEN [Click here.](#)

For staff and visitor catering (and applied as appropriate to patient catering)

- Healthier and More Sustainable Catering – Nutrition Principles, Public Health England [Click here.](#)

For all catering

- Government Buying Standards for Food and Catering Services, Defra [Click here.](#)



▲ Producing a food and drink strategy supports the requirements of a range of healthcare organisations and helps deliver increased value for money and high quality services.

The toolkit includes a suggested list of professions to be involved in the development of the strategy, a gap analysis and a list of prompt questions. Data sources and reference texts are included for information.

Gap Analysis

The following gap analysis should be applied to each of the sections:

- Nutritional Care
- Healthier Eating Across Hospitals
- Sustainable Food and Catering Services

Find the problem

1. Assess your service against the standard
2. Identify any areas for improvement
3. Prioritise which areas you will tackle

Bridge the gap

4. Set out the ideal position for each area
5. Measure and describe gap between points 1. and 4. above
6. Identify and describe what is causing the gaps

Apply the remedy

7. Identify all possible remedies, with costs and benefits
8. Select appropriate remedies, with timescales and success criteria
9. Apply remedies and assess the result

Professions

Professions to be considered in the development of the strategy:

- Nursing staff
- Catering managers
- Clinicians
- Dietitians
- Porters
- Patient representatives
- Procurement
- Estates and FM
- Service commissioners
- Human Resources
- Occupational Health
- Trade Unions
- All catering, retail and vending providers
- Sustainability officers
- Food service suppliers
- Suppliers
- Public health specialists
- Staff representatives
- Speech and Language Therapists

1. Nutritional Care

Food Standards

The required food standards relevant to nutritional care are:

- 10 Key Characteristics of Good Nutritional Care, NHS England [Click here.](#)
- Nutrition and Hydration Digest, The British Dietetic Association [Click here.](#)
- Malnutrition Universal Screening Tool or equivalent, BAPEN [Click here.](#)
- Government Buying Standards for Food and Catering Services, Defra [Click here.](#)

Ask yourself:

- What are your patients' needs and can you meet them all?
- What does your hospital food chain look like from procurement to consumption?
- What is the weakest link in the food chain?
- Could clinical and catering staff improve the way they work together?
- What do your patients think?
- What support can your commissioners offer?
- What support can your procurers and suppliers offer?
- How can you complete the "last 9 yards" of the hospital food chain more effectively?
- Would you be happy to receive the service you are offering?
- How many of your patients require special dietary needs and can you cater for all of them e.g. dementia?



Data sources:

- Patient-Led Assessment of the Care Environment (PLACE) scores
- Care Quality Commission inpatient survey
- Local surveys and Friends and Family Test
- Complaints/ Compliments
- Mortality and morbidity rates
- Patient demographics
- Hospital admission data
- Patient menus and nutritional information
- Finance and procurement data
- Care Quality Commission Inspection Rating reports

Reference texts:

- A plan for public procurement: food and catering: the balanced scorecard [Click here.](#)
- PHE evaluation guidance [Click here.](#)
- Government Buying Standards for Food and Catering Services: nutrition criteria checker tool [Click here.](#)
- Healthier, more sustainable catering: information for commissioners [Click here.](#)
- Healthier, more sustainable catering: information for those involved in purchasing food and drink [Click here.](#)
- HCA website and guides [Click here.](#)
- FSA allergen training [Click here.](#)
- Catering gluten-free – training for the healthcare sector [Click here.](#)
- Texture Modification National Descriptors [Click here.](#)

2. Healthier Eating Across Hospitals

Food Standards

The required food standards relevant to healthier eating across hospitals are:

- Healthier and More Sustainable Catering – Nutrition Principles, Public Health England [Click here.](#)
- Government Buying Standards for Food and Catering Services, Defra [Click here.](#)

Ask yourself:

- When will people need to eat?
- Are healthier foods available at all times?
- Do all outlets, trolleys, vending machines, restaurants and hospitality services offer healthier options?
- How can your suppliers help?
- Can you influence people's choices through pricing, promotions and positioning?
- How else can you help and motivate people to eat more healthily?
- Who are your champions/role models?
- How can your commissioners help you?
- How can your procurers help you?
- How can you go further and exceed the minimum standards?
- Is nutritional information available/displayed?
- Is healthier eating information promoted within the organisation?



Data sources:

- Staff surveys
- Visitor surveys
- Procurement and finance data
- Product range/turnover and information from sales
- Feedback/suggestion schemes
- HR data – sickness absence

Reference texts:

- A plan for public procurement: food and catering: the balanced scorecard [Click here.](#)
- PHE evaluation guidance [Click here.](#)
- Government Buying Standards for Food and Catering Services: nutrition criteria checker tool [Click here.](#)
- Healthier, more sustainable catering: information for commissioners [Click here.](#)
- Healthier, more sustainable catering: information for those involved in purchasing food and drink [Click here.](#)
- HCA website and guides [Click here.](#)
- Food for Life Hospital Leaders [Click here.](#)
- Food for Life Catering Mark [Click here.](#)

3. Sustainable Food and Catering Services

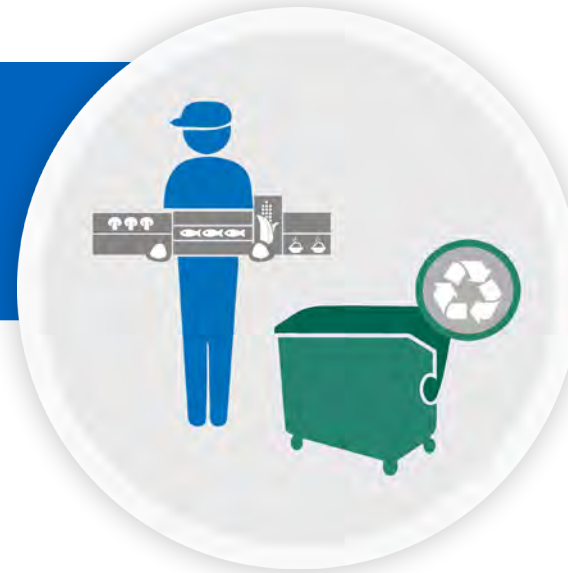
Food Standard

The required food standard relevant to sustainable food and catering services is:

- Government Buying Standards for Food and Catering Services, Defra [Click here.](#)

Ask yourself:

- What are the sources of waste?
- How can you reduce food waste?
- Can you support local small to medium enterprises?
- How can your commissioners help?
- How can your procurers and suppliers help?
- How can you better align procurement with standards?
- Can you use water and energy more efficiently?



Data sources:

- Estates Return information Collection (ERIC) data – including waste and energy
- NHS Supply Chain Information

Reference texts:

- A plan for public procurement: food and catering: the balanced scorecard [Click here.](#)
- Food for Life Catering Mark [Click here.](#)
- WRAP [Click here.](#)
- Sustainable Restaurant Association [Click here.](#)