GOAL
Create a healthy food and beverage environment for our patients, families, visitors and staff.

STRATEGY
Organizational infrastructure to implement the changes:
- Secured support of UW President, President/CEO and AFCH Leadership Team
- Identified project team leader
- Collaboration of Executive Chef and Culinary Services leadership
- Support of Wellness staff and Patient and Family Advisory Council
- Marketing support for development of educational materials, menu board, email blasts, LCD screen messages

IMPLEMENTATION
Renovation of entire café to create a Farmers’ Market Café
- All food items meet “My Smart Choice” recommendations
- No Sugar Sweetened Beverages (SSB)
- Added Children’s Menu
- Increased water consumption marketing: added free “spa” water, installed water bottle filling station
- Healthy food messages on LCD monitor and improved nutrition labeling and promotion
- REAP Partnership
- Host site for weekly Community Supported Agriculture (CSA)
- Removed candy (lots) from gift shop across from Café

Background
- Nearly a third of U.S. children are overweight or obese, putting them at risk for serious health problems
- In 2009, obesity-related conditions accounted for 9.1% of all medical spending, up from 6.5% in 1998
- In Wisconsin, one in four high school students are overweight or obese
- Of the 2-4 year-old children participating in WIC, 29% are overweight or obese
- Childhood obesity has been linked with increased risk for:
  - Hypertension, hypercholesterolemia, dyslipidemia
  - Obstructive sleep apnea and asthma
  - Hyperinsulinemia, insulin-resistance, impaired glucose tolerance, type-2 diabetes mellitus
  - Atherosclerosis
  - Fatty liver disease, gallstones, and heartburn
  - Social and psychological issues
- Our strong belief that as a children’s hospital, we have an obligation to lead the way in modeling healthy food and beverage choices for children, families, visitors and staff
- Desire to support local agriculture and emphasize fresh, local, and when possible, organic foods
- Responsibility to create a healthy hospital environment

UW Health’s American Family Children’s Hospital
A world-class pediatric medical and surgical center, named Best Children’s Hospital in six specialties by U.S. News & World Report

Cafeteria Environmental Scan Data

<table>
<thead>
<tr>
<th>Item</th>
<th>Before</th>
<th>After</th>
<th>Health Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Signage promoting healthy eating</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Nutrition information displayed</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Pricing strategies</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Sugar-sweetened beverages sold</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>Healthy children’s meals</td>
<td>No</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td># of fresh fruit choices near point of purchase</td>
<td>5</td>
<td>9</td>
<td></td>
</tr>
</tbody>
</table>

Revenue from Farmers’ Market Cafe

<table>
<thead>
<tr>
<th>Month</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2012</td>
<td>$10,000</td>
</tr>
<tr>
<td>September</td>
<td>$10,256</td>
</tr>
<tr>
<td>October</td>
<td>$11,286</td>
</tr>
</tbody>
</table>

Challenges
- Original budget came in very high, not feasible. We were able to reasonably revise the budget and still accomplish our goals.
- Time to get into the remodel “pipeline” was long and then multiple construction postponements
- Need to shut down the cafeteria while the remodel occurred
- Staff hardships: change in food/beverage offerings and style of preparation (fresh, in front of the customer), even with staff training prior to implementation
- Perceived revenue loss
- Pricing strategy not embraced at this time

Lessons Learned
- Leadership commitment to change is critical
- Leverage the success of others and utilize evidence-based resources
- Communication, communication, communication
- Once you make a big change, don’t underestimate the follow-up required. For us, some examples:
  - Consistency of following the menu
  - Efficiency in making each salad/sandwich fresh vs. pre-made grab-n-go
  - On-going training needs of staff
- Moving forward, keeping it “fresh” as a destination
- Have really good, fresh, locally roasted coffee
- Prior to change, lack of formal evaluation of customer satisfaction for comparison

Future Initiatives
- Vending
- Impromptu meals
- Family meals
- Increasing physical activity options for parents and caregivers
- Healthy food choices at meetings and celebratory staff events

Acknowledgements: Children’s Hospital Association FOCUS on A Fitter Future Colleagues, Theresa Feiner and REAP Food group, Chef John Marks and the Healthy Hospital Team at American Family Children’s Hospital