

NYC Good Food Purchasing Program

Agency Action Plan

NYC Health + Hospitals (NYC H+H)

2021 - 2023

PLAN OVERVIEW

FY19 STATUS

Baseline met: **VALUED WORKFORCE**

Baseline met: **NUTRITION**

YEAR 1: FY21 2020-2021

GENERAL: Data Collection & Procurement Process

Work with vendors to increase data completion.

Continue learning about GFPP best practices.

Finalize and adopt 3-year Action Plan.

LOCAL ECONOMIES

Build on Local Economies successes from past purchasing.

Plan for expanded Local Economies purchasing.

Identify extra points to prioritize in future years.

ENVIRONMENTAL SUSTAINABILITY

Determine and begin implementing strategy for pursuing baseline (spend vs. reduction).

Identify extra points to prioritize in future years.

VALUED WORKFORCE

Maintain baseline requirements and expand qualifying purchasing.

Identify extra points to prioritize in future years.

ANIMAL WELFARE

Determine and begin implementing strategy for pursuing baseline (spend vs. reduction).

Identify extra points to prioritize in future years.

NUTRITION

Protect baseline status and identify opportunities for improvement.

Maintain extra points; identify additional extra points to pursue in future years.

YEAR 2: FY22 2021-2022

GENERAL: Data Collection & Procurement Process

Work with vendors to increase data completion.

Continue learning about GFPP best practices and opportunities.

Update 3-year Action Plan based on FY21 assessment and/or other learnings as needed.

LOCAL ECONOMIES

Achieve baseline

Build on Local Economies successes from past purchasing.

Plan for expanded Local Economies purchasing in future bids.

Pursue extra points identified for priority in Action Plan Y1/FY21.

ENVIRONMENTAL SUSTAINABILITY

Develop and pursue strategies and actions based on baseline strategy selected in Action Plan Y1/FY21.
Pursue extra points identified for priority in Action Plan Y1/FY21.

VALUED WORKFORCE

Maintain baseline requirements and expand qualifying purchasing.
Pursue extra points identified for priority in Action Plan Y1/FY21.

ANIMAL WELFARE

Develop and pursue strategies and actions based on baseline strategy selected in Action Plan Y1/FY21.
Pursue extra points identified for priority in Action Plan Y1/FY21.

NUTRITION

Protect baseline status and identify opportunities for improvement.
Maintain extra points; pursue additional extra points identified for priority in FY21.

YEAR 3: FY23 2022-2023

GENERAL: Data Collection & Procurement Process

Work with vendors to increase data completion.
Continue learning about GFPP best practices and opportunities.
Prepare next 3-year Action Plan: FY24-FY26.

LOCAL ECONOMIES

Build on Local Economies successes from past purchasing.
Plan for maintained or expanded Local Economies purchasing in the future.
Pursue extra points identified for priority in Action Plan Y1/FY21.

ENVIRONMENTAL SUSTAINABILITY

Achieve baseline

Continue to pursue strategies and actions based on baseline strategy selected in Action Plan Y1/FY21.
Pursue extra points identified for priority in Action Plan Y1/FY21.

VALUED WORKFORCE

Maintain baseline requirements and protect or expand qualifying purchasing.
Pursue extra points identified for priority in Action Plan Y1/FY21.

ANIMAL WELFARE

Achieve baseline

Continue to pursue strategies and actions based on baseline strategy selected in Action Plan Y1/FY21.
Pursue extra points identified for priority in Action Plan Y1/FY21.

NUTRITION

Protect baseline status and identify opportunities for improvement.
Maintain and expand extra points.

KEY MILESTONES

Annual Milestones

The timeline below is generalized and may vary from year to year.

GFPP Assessment Process

July	CGFP and HHC begin data collection process for previous year's assessment.
August	
September	CGFP and HHC complete data collection (end of month).
October	CGFP begins assessment analysis process.
November	
December	CGFP completes assessment and shares with agency.
January	
February	
March	
April	
May	
June	

Other Key Milestones

- End of 2024: Current contract term with the Consortium ends

YEAR 1: FY21
2020-2021

GENERAL: Data Collection & Procurement Process

FY19 Assessment Status 90% complete data, 0% partial data, 10% missing data

FY21 Goal Increase data completion to 95%

STRATEGY Work with vendors to increase data completion.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Work with vendors to achieve improved data completion for FY20 assessment.	Nexera	By May 1
	Identify strategy to maintain data flow with US Foods despite capacity limitations; focus on highest spend/volume items.	US Foods, Nexera	By June 30
	Consider implementing expanded data reporting requirements if/when possible.	Nexera	By June 30

STRATEGY Continue learning about GFPP best practices.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Participate in NYC inter-agency meetings for information sharing, best practices, and collaboration.	NYC H+H Central Office, Sodexo, Nexera	Ongoing
	Review resources made available by CGFP, including the GFPP Purchase Browser.	Nexera	Ongoing

STRATEGY Finalize and adopt 3-year Action Plan.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Work with KK&P and the Center to develop and finalize this Action Plan	Nexera	By April 30

LOCAL ECONOMIES

FY19 Assessment Status Baseline not met (8.49% of 15%), 0 extra points

FY21 Goal Demonstrate progress toward baseline

STRATEGY Build on Local Economies successes from past purchasing.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Review KK&P "NY and Local Scoring Opportunity Scoping" memo to understand past successes and identify potential shifts within existing contracts.	Nexera	By July 15
	Work with Baldor to identify local products, especially produce, within their catalogue.	Nexera	By June 30
	Explore options to convert dairy options to local vendor (Upstate Farms).	Sodexo, Nexera	By June 30

STRATEGY Plan for expanded Local Economies purchasing.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Begin considering and developing specs to expand Local Economies purchasing.	Sodexo, Nexera	By June 30

STRATEGY Identify extra points to prioritize in future years.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Review Local Economies available extra points to determine which extra points to prioritize in future years.	Sodexo, Nexera	By June 30
	Consider opportunities for micro purchases from local and MWBE suppliers.	Sodexo	By June 30

ENVIRONMENTAL SUSTAINABILITY

FY19 Assessment Status Baseline not met (0.66% of 15%), 1 extra point

FY21 Goal Determine strategy for pursuing baseline (spend vs. reduction)

STRATEGY Determine and begin implementing strategy for pursuing baseline (spend vs. reduction).

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Conduct menu and cost analysis to determine implications of spend strategy (increasing spend with qualified suppliers/items) vs. reduction strategy (4% reduction in animal products per meal). Note: Reduction strategy requires complete dataset to establish baseline.	NYC H+H Central Office, Sodexo, Nexera	By June 30
	If spend strategy is pursued, work with US Foods to determine 5% Level 3 suppliers vs. 15% Level 1 suppliers.	US Foods, Nexera	By June 30
	Develop strategies to achieve additional baseline requirements: <ul style="list-style-type: none"> • 25% of animal products are raised without routine use of antibiotics • No seafood is rated "Avoid" by Seafood Watch 	Sodexo, Nexera	By June 30 and ongoing

STRATEGY Identify extra points to prioritize in future years.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Review Environmental Sustainability available extra points to determine which extra points to prioritize in future years.	NYC H+H Central Office, Sodexo, Nexera	By June 30
	Maintain implementation of Meatless Mondays to maintain extra point.	Sodexo	By June 30

VALUED WORKFORCE

FY19 Assessment Status Baseline met (8.79% of 5%), 1 extra point

FY21 Goal Maintain baseline

STRATEGY Maintain baseline requirements and expand qualifying purchasing.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Determine if purchases with qualifying suppliers can be expanded within current constraints; expand purchasing if so.	Sodexo	By June 30
	Follow citywide strategy for labor violations outreach (to be led/coordinated by MOFP).	Nexera	By June 30

STRATEGY Identify extra points to prioritize in future years.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Review Valued Workforce available extra points to determine which extra points to prioritize in future years.	NYC H+H Central Office, Sodexo, Nexera	By June 30

ANIMAL WELFARE

FY19 Assessment Status

Baseline not met (0% of 15%), 0 extra points

FY21 Goal

Determine strategy for pursuing baseline (spend vs. reduction)

STRATEGY Determine and begin implementing strategy for pursuing baseline (spend vs. reduction).

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Conduct menu and cost analysis to determine implications of spend strategy (increasing spend with qualified suppliers/items) vs. reduction strategy (15% reduction in animal products by spend). Note: Reduction strategy requires complete dataset to establish baseline.	NYC H+H Central Office, Sodexo, Nexera	By June 30
	If spend strategy is pursued, work with US Foods to determine 5% Level 3 suppliers vs. 15% Level 1 suppliers; if reduction strategy is pursued, work with US Foods to strategize for reduction.	US Foods, Nexera	By June 30

STRATEGY Identify extra points to prioritize in future years.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Review Animal Welfare available extra points to determine which extra points to prioritize in future years.	Sodexo, Nexera	By June 30
	Identify high-welfare egg, milk, and/or meat sources and budget strategy to accommodate; ideal if sources also qualify for Local Economies and Environmental Sustainability standards.	NYC H+H Central Office, Sodexo, Nexera	By June 30

NUTRITION

FY19 Assessment Status

Baseline met (54% of 51%), 2 extra points

- 48.6% whole/minimally processed
- 66.4% of meat is red/processed

FY21 Goal

Maintain baseline

- Maintain levels of whole/minimally processed (FY22 goal met: 30% or more)
- Demonstrate progress on red/processed meat (FY22 goal: 50% or less)

STRATEGY Protect baseline status and identify opportunities for improvement.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Identify and consider strategies for protecting and maintaining baseline status.	Sodexo	By June 30
	Consider strategies for increasing whole/minimally processed and reducing red/processed meat; strategies to be implemented after achieving fully complete baseline dataset.	Sodexo	By June 30
	Continue conversations with CGFP regarding adjustments to Nutrition checklist based on healthcare environment.	NYC H+H Central Office, Sodexo, Nexera	By June 30

STRATEGY Maintain extra points; identify additional extra points to pursue in future years.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Review previously scored extra points; develop strategies as needed to protect those extra points.	Sodexo	By June 30
	Review additionally available Nutrition extra points to determine which extra point to prioritize and pursue in future years.	Sodexo, Nexera	By June 30

YEAR 2: FY22
2021-2022

GENERAL: Data Collection & Procurement Process

FY22 Goal

Achieve 95% data completion

STRATEGY Work with vendors to increase data completion.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Work with vendors to achieve improved data completion for FY21 assessment.	Nexera	July - August 2021
	Implement expanded data reporting requirements if possible.	Nexera	By June 2022

STRATEGY Continue learning about GFPP best practices and opportunities.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Participate in NYC inter-agency meetings for information sharing, best practices, and collaboration.	NYC H+H Central Office, Sodexo, Nexera	Ongoing
	Partner with Coalition leadership to evaluate impact/success of identified initiatives/purchasing relationships.	NYC H+H Central Office, Sodexo, Nexera	By June 2022
	Review resources made available by CGFP, including the GFPP Purchase Browser.	Nexera	Ongoing

STRATEGY Update 3-year Action Plan based on FY21 assessment and/or other learnings as needed.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Based on new learnings and lessons, update and refine action plan to better reflect revealed opportunities and barriers.	Nexera	By February 2022

LOCAL ECONOMIES

FY22 Goal Achieve baseline;
Achieve 3% MWBE spend

STRATEGY Build on Local Economies successes from past purchasing.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Review successes from FY21 assessment; identify strategies for protecting and expanding Local Economies purchasing.	NYC H+H Central Office, Sodexo, Nexera	By December 2021
	Work with US Foods to identify local products, especially poultry, seafood, and disposables within their catalogue.	US Foods, Nexera	Ongoing
	Protect relationships/menu items with qualifying suppliers.	Sodexo	Ongoing

STRATEGY Plan for expanded Local Economies purchasing in future bids.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Continue to consider, develop, and implement specs to expand Local Economies purchasing.	Sodexo, Nexera	Ongoing

STRATEGY Pursue extra points identified for priority in Action Plan Y1/FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Develop and implement strategies to pursue extra points identified for priority.	Sodexo, Nexera	By June 2022
	Expand micro purchases from local and MWBE suppliers; report out to other agencies.	Sodexo	By June 2022

ENVIRONMENTAL SUSTAINABILITY

FY22 Goal

Demonstrate progress toward baseline

STRATEGY Develop and pursue strategies and actions based on baseline strategy selected in Action Plan Y1/FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Based on chosen strategy, identify and pursue potential wins/strategies within existing contracts and purchasing opportunities.	Sodexo	By December 2021
	Identify items/strategies/specs to achieve additional baseline requirements: <ul style="list-style-type: none"> • 25% of animal products are raised without routine use of antibiotics • No seafood is rated "Avoid" by Seafood Watch 	Sodexo, Nexera	By December 2021

STRATEGY Pursue extra points identified for priority in Action Plan Y1/FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Develop and implement strategies to pursue extra points identified for priority.	NYC H+H Central Office, Sodexo, Nexera	By June 2022
	Achieve 100% compostable status for all disposables.	Sodexo	By June 2022

VALUED WORKFORCE

FY22 Goal

Maintain baseline

STRATEGY Maintain baseline requirements and expand qualifying purchasing.

Actions

Determine if purchases with qualifying suppliers can be expanded within current constraints; expand purchasing if so.

Staff Responsible

Sodexo

Timeline

By June 2022

Follow citywide strategy for labor violations outreach (to be led/coordinated by MOFP).

Nexera

By June 2022

STRATEGY Pursue extra points identified for priority in Action Plan Y1/FY21.

Actions

Develop and implement strategies to pursue extra points identified for priority.

Staff Responsible

NYC H+H
Central Office,
Sodexo, Nexera

Timeline

By June 2022

ANIMAL WELFARE

FY22 Goal

Demonstrate progress toward baseline

STRATEGY Develop and pursue strategies and actions based on baseline strategy selected in Action Plan Y1/FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Based on chosen strategy, identify potential wins/strategies within existing contracts and purchasing opportunities.	NYC H+H Central Office, Sodexo, Nexera	By December 2021
	Continue working with US Foods to identify conversion opportunities; prioritize poultry conversions.	US Foods, Nexera	By December 2021

STRATEGY Pursue extra points identified for priority in Action Plan Y1/FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Develop and implement strategies to pursue extra points identified for priority.	NYC H+H Central Office, Sodexo, Nexera	By June 2022

NUTRITION

FY22 Goal

Maintain baseline

- 50% or more whole/minimally processed
- 50% or less of meat is red/processed

STRATEGY Protect baseline status and identify opportunities for improvement.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Identify and consider strategies for protecting and maintaining baseline status.	Sodexo	By December 2021
	Implement strategies for increasing whole/minimally processed and reducing red/processed meat.	Sodexo	By December 2021

STRATEGY Maintain extra points; pursue additional extra points identified for priority in FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Review previously scored extra points; develop strategies as needed to protect those extra points.	NYC H+H Central Office, Sodexo, Nexera	By December 2021
	Pursue additional extra point to achieve maximum extra points in Nutrition category.	Sodexo	By June 2022

YEAR 3: FY23
2022-2023

GENERAL: Data Collection & Procurement Process

FY23 Goal

Maintain 95% data completion

STRATEGY Work with vendors to increase data completion.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Work with vendors to achieve improved data completion for FY22 assessment.	Nexera	July – Sept. 2022
	Begin developing RFP for FSMC 2024 contract that reflects needed support for furthering GFPP goals and includes GFPP parameters and data reporting requirements.	NYC H+H Central Office	January – June, 2023

STRATEGY Continue learning about GFPP best practices and opportunities.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Participate in NYC inter-agency meetings for information sharing, best practices, and collaboration.	NYC H+H Central Office, Sodexo, Nexera	Ongoing
	Review resources made available by CGFP.	Nexera	Ongoing

STRATEGY Prepare next 3-year Action Plan: FY24-FY26.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Work with available resources to develop next 3-year Action Plan informed by learnings of this Action Plan.	Nexera	By June 2023
	Review citywide goals (e.g. 10-year plan and citywide GFPP goals) to ensure alignment.	NYC H+H Central Office, Sodexo, Nexera	By June 2023

LOCAL ECONOMIES

FY23 Goal Maintain baseline score;
Maintain or expand 3% MWBE spend

STRATEGY Build on Local Economies successes from past purchasing.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Review successes from FY22 assessment; identify strategies for protecting and expanding Local Economies purchasing.	NYC H+H Central Office, Sodexo, Nexera	By December 2022
	Protect relationships/menu items with qualifying suppliers.	Sodexo	Ongoing

STRATEGY Plan for maintained or expanded Local Economies purchasing in the future.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Continue to consider and develop specs to expand Local Economies purchasing.	Sodexo, Nexera	By December 2022

STRATEGY Pursue extra points identified for priority in Action Plan Y1/FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Develop and implement strategies to pursue extra points identified for priority.	Sodexo, Nexera	By June 2023
	Expand micro purchases from local and MWBE suppliers; report out to other agencies.	Sodexo	By June 2023

ENVIRONMENTAL SUSTAINABILITY

FY23 Goal

Achieve baseline

STRATEGY Continue to pursue strategies and actions based on baseline strategy selected in Action Plan Y1/FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Based on chosen strategy, identify potential wins/strategies within existing contracts and purchasing opportunities.	NYC H+H Central Office, Sodexo, Nexera	By December 2022
	Continue to develop specifications for new solicitations to protect and expand baseline achievement.	Sodexo	By December 2022

STRATEGY Pursue extra points identified for priority in Action Plan Y1/FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Continue to implement strategies to pursue extra points.	NYC H+H Central Office, Sodexo, Nexera	By June 2023

VALUED WORKFORCE

FY23 Goal

Maintain baseline

STRATEGY Maintain baseline requirements and protect or expand qualifying purchasing.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Determine if purchases with qualifying suppliers can be expanded within current constraints; expand purchasing if so.	Sodexo	By June 2023
	Follow citywide strategy for labor violations outreach (to be led/coordinated by MOFP).	Nexera	By June 2023

STRATEGY Pursue extra points identified for priority in Action Plan Y1/FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Continue to implement strategies to pursue extra points identified for priority.	Sodexo	By June 2023

ANIMAL WELFARE

FY23 Goal

Achieve baseline

STRATEGY Continue to pursue strategies and actions based on baseline strategy selected in Action Plan Y1/FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Based on chosen strategy, identify potential wins/strategies within existing contracts and purchasing opportunities.	NYC H+H Central Office, Sodexo, Nexera	By December 2022
	Continue developing and finalize specifications for new solicitations.	US Foods, Nexera	By December 2022

STRATEGY Pursue extra points identified for priority in Action Plan Y1/FY21.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Continue to implement strategies to pursue extra points identified for priority.	Sodexo, Nexera	By June 2023

NUTRITION

FY23 Goal

Maintain baseline

- 50% or more whole/minimally processed
- Stretch goal: 35% or less of meat is red/processed

STRATEGY Protect baseline status and identify opportunities for improvement.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Identify and consider strategies for protecting and maintaining baseline status.	Sodexo	By December 2022
	Implement strategies for increasing whole/minimally processed and reducing red/processed meat.	Sodexo	By December 2022

STRATEGY Maintain and expand extra points.

		<i>Staff Responsible</i>	<i>Timeline</i>
<i>Actions</i>	Review previously scored extra points; develop strategies as needed to protect those extra points and achieve new extra points.	NYC H+H Central Office, Sodexo, Nexera	By December 2022