

A close-up photograph of a white bowl filled with a fresh salad, including lettuce, cherry tomatoes, radishes, and orange cheese shavings.

Food and Drink Strategy 2026-2028

Foreword

Welcome to our Food and Drink Strategy for 2026 - 2028, which outlines our ambitions to provide high quality and nutritious food to our patients, colleagues and visitors. This is a very important step in our journey to continuously strive for excellence and high-quality care in terms of the nutrition and hydration of patients in our care. The strategy is not just about patients; providing nutritious and balanced choices to our visitors, carers and colleagues is important too. This strategy focuses on:

- **Patient nutrition and hydration**
- **Healthier eating for staff and visitors**
- **Sustainable procurement for food and catering services**

For our patients, malnutrition and dehydration are a significant risk and both may contribute to significant harm. Supporting patients to achieve a nutritional intake appropriate for their individual needs speeds up recovery, optimises clinical outcomes and is vital for a good patient experience.

We must also care for our colleagues; national rates of obesity and other nutrition related conditions continue to rise and we want to support healthier food and drink choices for colleagues and visitors.

As a major purchaser and provider of food and catering services, we also have a responsibility and an opportunity to make sustainability a high priority.

Our Strategy will be led and monitored by our multidisciplinary Food, Nutrition and Hydration Steering Group and report into the Trust Board Sub Committee of Patient Safety and Clinical Effectiveness, with the aim to engage all colleagues across the Trust with this key agenda.

Dawn Parkes
Chief Nurse



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Executive summary

York and Scarborough Teaching Hospitals NHS Foundation Trust (the Trust) has developed a Food and Drink Strategy for 2026 – 2028 that reaffirms our commitment to delivering excellent healthcare every day. This strategy is intended for staff, patients, service users, the public, and supporter groups, and sets out a clear vision for providing high-quality, nutritious, and sustainable food and drink across all Trust settings.

Strategic alignment and purpose

The strategy is intrinsically linked to the Trust's strategic objectives, including the delivery of timely, responsive, safe, accessible, and effective services. It outlines how a high-quality food and drink service, delivered in clean, calm, and welcoming environments, supports patient recovery, staff wellbeing, and overall service excellence. It also contributes to the Trust's ambition to be a great place to work, learn, and thrive, by supporting staff health and wellbeing through access to nutritious food and hydration. Additionally, alignment with the Trust's Green Plan and sustainability objectives addresses environmental impacts across food ingredients, preparation, packaging, and waste management.

Development and stakeholder engagement

This strategy has been developed by the Trust's Food, Nutrition and Hydration Steering Group in consultation with key stakeholders, including patients and service users via engagement with Healthwatch York Volunteers. Achievements from the Food and Drink Strategy (2022–2025), are outlined, highlighting work already undertaken across the Trust which will be built upon in 2026 - 2028.

National standards and regulatory compliance

The strategy is underpinned by:

- National Standards for Healthcare Food and Drink (NHS England, 2022).
- Health and Social Care Act Regulation 14 (meeting nutritional and hydration needs of patients).
- 10 Key Characteristics of Good Nutritional Care (NHS England, 2015).
- Nutrition and Hydration Digest, 3rd edition (BDA, 2023).
- Healthier and More Sustainable Catering – Nutrition Principles (PHE, 2017).
- Government Buying Standards for Food and Catering Services (Defra, 2021).

Executive summary (continued)

Strategic aims: 2026–2028

Within our Food and Drink Strategy for 2026 – 2028, we will focus upon the following three strategic aims:

1. Meeting the nutrition and hydration needs of patients

The Trust will provide food and drink services that are high quality, safe, nutritious, cost-effective, wholesome, and appealing. Mealtimes will be designed to support recovery, promote health, and enhance psychological wellbeing. Robust monitoring will ensure nutritional care remains a high priority and is visible to patients, stakeholders, and regulators.

2. Healthier eating for staff and visitors

The Trust recognises the importance of staff health and wellbeing in delivering excellent care. Staff and visitors will have access to nutritious, affordable, and appealing food options, aligned with public health guidance. Services will support healthier choices and ensure staff have adequate breaks to meet their nutrition and hydration needs.

3. Sustainable food and catering services

Sustainability is central to the Trust's operations. Catering services will contribute to national net zero targets, protect local communities, and support financial efficiency. This includes embedding sustainable practices across procurement, preparation, and delivery, while maintaining high standards of care.

Implementation and governance

This strategy will be delivered through a dynamic improvement plan, monitored by the multidisciplinary Food, Nutrition and Hydration Steering Group. The group reports quarterly to the Patient Safety and Clinical Effectiveness Subcommittee (PSCESC). The action plan will evolve over time to reflect emerging priorities.

Introduction

York and Scarborough Teaching Hospitals NHS Foundation Trust has developed this food and drink strategy to reinforce our commitment to providing the best care and good nutrition and hydration for patients, staff colleagues and visitors. The intended audience is our staff, patients and service users, the public and supporter groups.

The strategy details our vision to continuously improve the quality of food and drink available across all settings in the Trust, so that everyone who eats on our hospital sites - from patients to staff and visitors - has a positive and nutritious food experience delivered in a sustainable way. Every healthcare organisation has a responsibility to provide the highest level of care for patients, staff and visitors. This includes the quality, nutritional value and the sustainable aspects of the food and drink that is served, as well as the overall experience and environment in which it is eaten. It is important that all healthcare organisations see the intrinsic value in the view of “food as medicine”.

It is well known that diet and nutrition significantly affect our health. This is true for undernutrition and overnutrition. Adequate nutrition and hydration are essential for general health and wellbeing, maintaining a healthy weight and to ensure adequate growth/development in children. Diet is also important in the prevention and/or treatment of a range of conditions such as wound healing, pressure ulcers, coeliac disease, diabetes, chronic kidney disease and obesity.



Introduction (continued)

Malnutrition is a serious health problem. The British Association for Parenteral and Enteral Nutrition (BAPEN) [Malnutrition and Nutritional Care Survey in Adults 2022](#) revealed that nearly half (45%) of all adults screened across health and care settings in the UK were found to be at risk of disease-related malnutrition – the highest figure since this screening began in 2019. In hospitals 44% of adult patients were found to be at risk of malnutrition. For children, the reported prevalence of hospital acute malnutrition varies between 6% and 40% depending on the defining criteria and geographical location. However, in children with an underlying disease, studies have revealed the incidence of chronic malnutrition is higher, at between 44% and 64% ([STAMP, 2021](#)).



We know that mealtimes matter. To offer an excellent patient experience, the environment in which patients eat, and the support offered by staff who serve food and help those who require it, are as important as the food itself.

The wellbeing of our staff is also pivotal to the success of our strategy, and we recognise the benefits of providing our workforce with good quality nutritious food and good hydration to support them in delivering optimal care.

Sustainability is at the heart of our Trust, linked to the Trust's Green Plan. Sustainable practices are continuing to be embedded in everything we do and the food and drink service is pivotal to our sustainability ambitions. This means looking at the whole life cycle of the food and drink service ranging from procurement, preparation, serving and disposal and how each of these elements can be sustainably delivered.

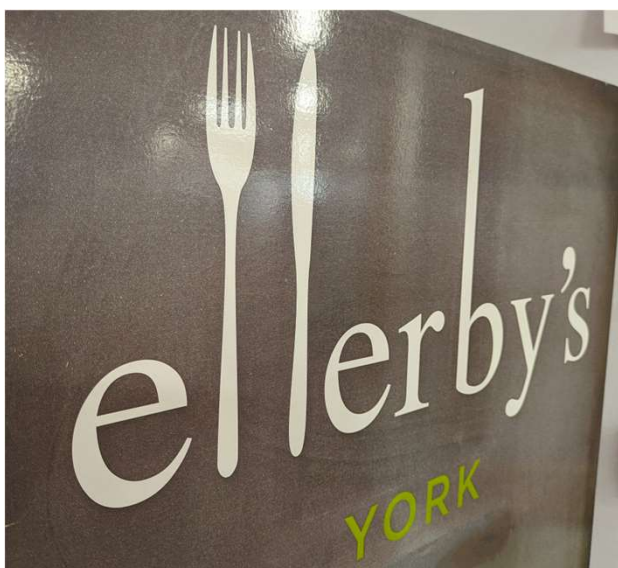
Context: Trust Strategy 2025 - 2030

York and Scarborough Teaching Hospitals NHS Foundation Trust's common purpose, as defined in the overall [Trust Strategy 2025 – 2030](#), is to “*deliver excellent healthcare every day*”. Our Food and Drink Strategy is intrinsically linked with the overall Trust Strategy.

Within the Trust Strategy 2025 - 2030, a strategic objective is to provide timely, responsive, safe, accessible and effective services at all times. The Food and Drink Strategy will detail how we will achieve this strategic objective through the provision of a high-quality food and drink service, served in a clean, calm and welcoming environment.

Our Trust Strategy also commits to creating a great place for our people to work, learn and thrive. Supporting the health and wellbeing of our staff through access to healthy food and drink is key to achieving this ambition.

As a Trust we also have a wider social responsibility and as such our Trust Strategy outlines a commitment to integrate sustainable practices into everything we do. As a major purchaser and provider of food and catering services we have the opportunity to reduce waste, embed high standards of food production, environmentally friendly packaging and cutlery (including reusable cups and containers) and reduce our carbon footprint.



Context: National standards

Our Food and Drink strategy is underpinned by the [National standards for healthcare food and drink](#) (NHS England, 2022), part of the NHS Standard Contract; these standards are monitored nationally. There are eight standards that all NHS organisations are required to meet:

- Organisations must have a designated board director responsible for food (nutrition and safety) and report on compliance with the healthcare food and drink standards at board level as a standing agenda item.
- Organisations must have a food and drink strategy.
- Organisations must consider the level of input from a named food service dietitian to ensure choices are appropriate.
- Organisations must nominate a food safety specialist.
- Organisations must invest in a high calibre workforce, improved staffing and recognise the complex knowledge and skills required by chefs and food service teams in the provision of safe food and drink services.
- Organisations must be able to demonstrate that they have an established training matrix and a learning and development programme for all staff involved in healthcare food and drink services.
- Organisations must monitor, manage and actively reduce their food waste from production waste, plate waste and unserved meals.
- NHS organisations must be able to demonstrate that they have suitable 24/7 food service provision, which is appropriate for their demographic.



Dining Room

Context: National standards (continued)

Our Strategy will also take account of the following standards:

- [10 Key Characteristics of Good Nutritional Care \(NHS England, 2015\)](#)
- Nutrition and Hydration Digest 3rd edition (British Dietetic Association, 2023)
- Malnutrition Universal Screening Tool (British Association of Parental and Enteral Nutrition, 2011) or equivalent including Screening Tool for the Assessment of Malnutrition in Paediatrics (STAMP)
- Healthier and More Sustainable Catering – Nutrition Principles (for staff and visitor catering (Public Health England, 2017)
- Government Buying Standards for Food and Catering Services (Defra, 2021).

The strategy will also assist the Trust in meeting the requirements of the Health and Social Care Act [Regulation 14: Meeting nutritional and hydration needs](#) which has been in force since April 2015 and also the [National Institute of Clinical Excellence \(NICE\) Quality Standard 24 for nutrition support in adults.](#)

There are several ways that the Trust will be monitored on delivering against these standards including the annual Patient-Led Assessments of Care Environment (PLACE), Care Quality Commission inpatient survey, National Audit of Dementia Patient Experience Survey, internal audits including using the Tendable system, twice annual “Mealtimes Matter” observation surveys and as part of complaints and compliments processes.



Governance and monitoring

The Food and Drink strategy 2026 – 2028 covers all Trust premises and food service styles at York Hospital, Scarborough Hospital, Bridlington Hospital, Malton Hospital, The New Selby War Memorial Hospital, St Monica's Inpatient Unit and Nelson's Court Inpatient Unit and White Cross Court stroke inpatient rehabilitation unit.

Progress against our Food and Drink Strategy 2026 – 2028 will be monitored through our existing governance framework, via the multidisciplinary Food, Nutrition and Hydration Steering Group and to the Trust Board.



Development of our Food and Drink Strategy 2026 - 2028

This strategy has been developed by the Trust's Food, Nutrition and Hydration Steering Group in consultation with key stakeholders including our patients and service users via engagement with Healthwatch York Volunteers. It builds on our previous Food and Drink Strategy (2022 – 2025) and should be read in conjunction with other initiatives and policies within the Trust, including:

- Food, nutrition and hydration policy
- Volunteers strategy
- John's campaign standard operating procedure
- Catering for patients, staff and visitors policy
- Newborn feeding policy
- Infection control policies and guidelines
- Sustainable procurement policy

In building the strategy, reference has been made to the Department of Health's [toolkit to support the development of a hospital food and drink strategy](#) (2016) and [Government Buying Standards for sustainable procurement](#) (2017).



Our achievements 2022 – 2025: progress report

In addition to the Food and Drink Strategy in place 2022 - 2025, the Trust has developed and implemented a food, nutrition and hydration improvement plan to ensure that all service improvements are implemented, embedded and monitored by the Food Nutrition and Hydration Steering Group. Examples of what we have achieved since 2022 are:

Patient nutrition and hydration

Digital support to manage patient food, nutrition and hydration

- Working in partnership with our digital team colleagues the “Malnutrition Universal Screening Tool” (MUST) is now electronic. We have set a standard that this will be undertaken within six hours of hospital admission and weekly thereafter to ensure patients at risk of malnutrition are identified early. This is cited within our updated Food, Nutrition and Hydration Policy.
- The holistic nursing assessment to support inpatient nutrition and hydration is also now digital.
- The referral process for colleagues supporting nutrition and hydration including dietitians and Speech and Language Therapists is now electronic to support timely referral and assessment of the patient.

Creation of a new Nutrition Support Specialist Nurse Service

- We have created and recruited to two new Nutrition Support Specialist Nurse roles (1.8 whole time equivalents).
- The Nutrition Support Specialist Nurses provide the ward teams with support to ensure appropriate care and documentation of enteral feeding tubes (which give nutrition straight into the stomach or small intestines) and appropriate line care for patients with parenteral nutrition (nutrition that is delivered straight into the bloodstream). The Nutrition Support Specialist Nurses also coordinate the weekly nutrition multidisciplinary team meeting, provide planned and ad hoc staff education sessions as appropriate and act as a link for community patients with home enteral feeding who require a review in hospital.

Our achievements: 2022 – 2025 (continued)

Making Mealtimes Matter Standard

- We have reviewed and refreshed how we support protected mealtimes through the development and implementation of a Making Mealtimes Matter standard (see image below).
- We have developed, implemented and recruited to a new Patient Services Assistant (PSA) role on all wards. Patient Services Assistants are accountable to the ward nurse in charge/matron. They carry out delegated non-nursing duties including supporting inpatient nutrition and hydration. This may include preparing and serving snack and beverages, assisting patients to complete menus, ordering and collecting patient meals, snacks/out of hours meals and drinks, maintaining patient food and drink trolleys and assisting with the nutritional needs of the patients. It may also include assisting patients to eat and drink. PSAs are able to document their actions and contribute to monitoring of patient intake i.e., fluid balance and food and hydration charts.
- We have recruited and trained more ward support volunteers to work alongside ward staff at mealtimes and give extra help to those patients who need it. There are now over 50 ward support volunteers.

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Making Mealtimes Matter

- ✓ Focus on patients' nutrition and hydration
Encourage families/carers to support mealtimes if they wish
- ✗ Avoid all non-essential; activity and interruptions, unless providing urgent care.
Staff meal breaks should be avoided during patient mealtimes

Before mealtimes...

- ✓ All clinical staff to finish off tasks.
- ✓ Know which patients need assistance with eating and allocate someone to support.
- ✓ Know which patients require a special diet, e.g. modified texture, cultural, gluten-free
- ✓ Ensure patients have the opportunity to visit the toilet.
- ✓ Encourage patients to sit in a chair or go to the dining room or sit up in bed if required.
- ✓ Clear patients table and wipe clean.
- ✓ Encourage patients to wash hands or offer hand wipes to patients as necessary.
- ✓ Staff to wash hands and wear PPE.

During mealtimes...

- ✓ Use red tray to identify patients who need help and/or who need their intake monitoring
- ✓ If patients require help to eat, only serve meals when someone is ready to assist.
- ✓ Ensure patients have:
 - Napkin
 - Appropriate drink
 - Correct cutlery
 - Condiments
 - Eating aids if required
- ✓ Provide assistance if needed, e.g. opening packets and cutting up food
- ✓ Check patients are happy with choice of meal and that everyone has a drink

After mealtimes...

- ✓ Complete food and fluid balance charts
- ✓ Ask patients "How was your meal?"
- ✓ Escalate any concerns about particular patients to relevant member of the team

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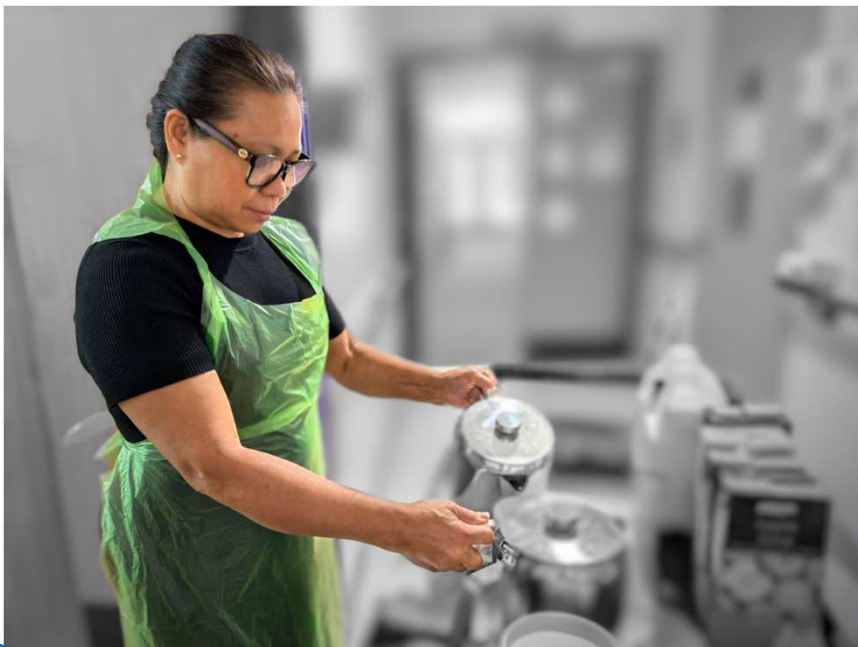
Our achievements: 2022 – 2025 (continued)

Ensuring adequate patient hydration

- We have introduced a daily digital risk assessment to ensure patients have the appropriate level of fluid intake monitoring in place based on clinical need, including those patients needing full fluid balance (input and output) monitoring.
- We have co-produced with staff and implemented a new food and hydration chart so that intake of fluids as well as food can be recorded in one place.
- We have developed a new standard operating procedure to ensure that those patients who are waiting to go to theatre have adequate hydration (the “sip-til-send” initiative).

Supporting staff training and education

- We have launched new face-to-face learning programmes on nutrition and hydration for new starters in the Trust (healthcare support workers, PSAs, registered nurses, associate nurses and allied health professionals)
- We have implemented a mandatory e-learning package on nutrition and hydration for clinical staff which is mandatory, with uptake monitored and reported monthly.
- We have developed the role of Nutrition and Hydration Champions in our ward areas and have supported them to develop the skills to undertake this role. We now have over 60 Nutrition and Hydration Champions.



Our achievements: 2022 – 2025 (continued)

Healthier eating for staff and visitors

- We have produced a retail catering strategy that includes a key priority to achieve a healthy eating environment in all of our retail units by 2028.
- We have introduced hot food vending machines in York, Scarborough and Bridlington Hospitals which offer staff access to healthy, hot meals 24 hours a day, seven days a week.
- We have introduced initiatives in our retail units, based on national guidance, to enable staff to have better access to, and make more informed decisions about buying, foods and drinks that are lower in sugar, salt, calories and saturated fat.
- In our retail units, we have kept the prices of items such as fruit, salads, yoghurts and vegetables low to encourage staff to make healthier choices.
- We have ensured that our sandwich meal deals include fruit and a low / no sugar drink.
- We have introduced a staff feedback system in York to capture ideas for further development of food concepts and dishes.
- In partnership with a local vendor, we have introduced a fresh fruit and vegetable stall outside the main entrance at York Hospital two days per week.



Our achievements: 2022 – 2025 (continued)

Sustainable food and catering services

The revision of the Trust's Green Plan has been an opportunity to reflect that whilst there is still work to do, so much has been achieved already in relation to our ambition to embed sustainable practices into all aspects of Trust activity, including:

- Launching a Green Champions network.
- Development of a food and nutrition workstream in conjunction with the Trust's Green Plan to ensure sustainability is at the heart of our catering services.
- Implementation of reusable cups, lunchboxes and bamboo cutlery.
- Reduction of red meat on our menus and an increase in plant-based ingredients.
- Increased working with procurement colleagues to identify suppliers committed to net zero and procuring through them to deliver against social value criteria to ensure locally sourced ingredients are used where possible, there is a reduction in food miles and reduced/recycled packaging.



Our three strategic aims for 2026 - 2028

There are three key elements of our Food and Drink strategy for 2026 – 2028 and for the first time, in autumn 2025, the Trust will employ a Food Service (Catering) Dietitian to support progress towards meeting these.

1. To meet the nutrition the nutrition and hydration needs of patients cared for by our Trust

Food and drink are vitally important to people and help to maintain and promote health and wellbeing. Mealtimes can provide both an enjoyable experience and the nutrients to support recovery as well as promote health including psychological wellbeing. We will offer food and drink services that are high quality, safe, nutritious and appealing to meet patients' needs. Appropriate monitoring will be in place to provide assurance to our patients, key stakeholders and external organisations that nutritional care is seen as a high priority.

2. Healthier eating for staff and visitors

York and Scarborough Teaching Hospitals NHS Foundation Trust strives to be an excellent employer and our staff health and wellbeing is of the utmost importance to us. Our staff need healthy and nutritious food to support them to deliver the best clinical care. We aim to give them access to nutritious food and drink, with adequate breaks to support their health and wellbeing and nutrition and hydration needs. Both staff and visitors need food services which enable them to make healthier food choices which are affordable, tasty and healthy, aligned with public health guidance.

3. Sustainable food and catering services

Commitment to sustainability is at the heart of this Trust. The embedding of sustainable practices is key to delivering on our national net zero carbon emissions targets. The way in which we provide care can better protect our local communities and meet efficiency targets so that we can continue to deliver high quality care services whilst living within our means.

Strategic aim 1:

To meet the nutrition and hydration needs of patients cared for by our Trust

Aims	Key objectives
<p>Screen all patients admitted to hospital for malnutrition and risk of malnutrition as part of routine practice.</p>	<p>Within six hours of admission, and at least weekly thereafter, use a digital validated malnutrition screening tool, embedded into the electronic patient record, for both adults and children, to identify malnutrition and risk of malnutrition.</p> <p>Monitor compliance with nutritional screening on admission and weekly thereafter and report quarterly. Where indicated, quality improvement work will be undertaken to improve compliance (target: 95%).</p>
<p>Provide comprehensive nutrition and hydration support for all patients, prioritising those at greater nutritional risk.</p>	<p>All patients will have access to nutritious meals, snacks and drinks to meet their individual needs including in relation to therapeutic, cultural and religious needs.</p> <p>Appropriate nutrition care plans, embedded within the electronic patient record, will be implemented according to assessed nutritional risk, including timely referral to dietetics and speech and language therapy when specialist input is required including swallowing assessment or artificial nutritional support.</p> <p>Food and drink intake will be monitored as appropriate through use of food and hydration charts and/or fluid balance charts.</p> <p>Standardised nutrition and hydration whiteboards will be rolled out across inpatient areas as a key means of communicating patients' individual nutrition and hydration needs.</p> <p>The "But First, A Drink" initiative which encourages all staff to offer and encourage drinks as part of their contact with patients, will be promoted and embedded.</p>

Strategic aim 1:

To meet the nutrition and hydration needs of patients cared for in our Trust

Aims	Key objectives
<p>Provide patients with appropriate meals and support at mealtimes, in an environment conducive to eating.</p>	<p>Meals will be provided in accordance with the Making Mealtimes Matter Standard (see page 13), ensuring that mealtimes are protected from unnecessary and avoidable interruptions.</p> <p>There will be clear ways of identifying and supporting patients who require additional support with eating and drinking, including enabling relative/visitors to support at mealtimes and appropriate use of equipment such as high contrast coloured crockery for people living with dementia or adapted cutlery for those with cognitive or physical limitations.</p> <p>Our menus will have the capability to meet nutritional needs for both the nutritionally well and nutritionally vulnerable in a way which is appropriate for age and physiological needs.</p> <p>There will be a full review of our core and specialist menus, supported by our Food Service Dietitian, to provide a range of meals to meet all dietary, religious and cultural needs and ensure compliance with national standards and guidelines. This includes ensuring the menus are in formats to support patients and staff to understand the choices available and help specify portion sizes.</p> <p>Where communal dining areas are available in ward areas, these will be utilised consistently. Where they are not available, measures will be taken to enhance the dining experience when eating meals at the bedside.</p>

Strategic aim 1:

To meet the nutrition and hydration needs of patients cared for in our Trust

Aims	Key objectives
<p>Work in partnership with patients to ensure we meet their nutrition and hydration needs.</p>	<p>Patients will have access to a range of methods to provide comments, suggestions and feedback on all aspects of nutrition and hydration and the food service.</p> <p>Information will be provided for patients about our food and drink services and the standards and choices they can expect.</p> <p>Patient mealtime experience will be captured in the biannual snapshot mealtime observation survey. Patients will be involved in reviewing the questions used within the survey to reflect what matters to them.</p> <p>Patients / patient representatives will be key stakeholders when undertaking the process of menu planning and design and as such will be involved at all stages throughout the menu planning and design process.</p>
<p>Use digital pathways to support the delivery of nutrition and hydration care.</p>	<p>The new electronic patient record will have robust and integrated screening, assessment and care planning related to nutrition and hydration.</p> <p>A new digital meal ordering system will be procured and implemented to enable patients and carers to view nutritional information, ingredients and allergens for all menu items and support informed decision-making.</p>

Strategic aim 2:

Healthier eating for staff and visitors

Aims	Key objectives
<p>To provide high quality affordable food and drink across all settings in the Trust, to enable staff and visitors to have a healthier food experience which meets their individual dietary needs.</p>	<p>We will:</p> <p>Implement all actions in the retail catering strategy which includes the rebranding of all retail units on our hospital sites to Ellerby's and standardising product offerings with a focus on delivering lifestyle choices and plant protein dishes, grains and seeds on salad bars and healthier drinks and snacks.</p> <p>Provide a minimum of one "choose health" hot food option a day in all hot food menus.</p> <p>Be fully compliant with indicator 1b of the CQUIN "healthy food for NHS staff, visitors and patients" (staff-health-wellbeing-cquin-2017-19-implementation-support.pdf)</p> <p>Be fully compliant with the nutrition standards within the Government Buying Standards for Food and Catering Services (The government buying standards for food and catering services (GBSF): updating the nutrition standards)</p> <p>Consider the dietary, cultural and religious needs of our staff and ensure there are suitable choices for everyone.</p> <p>Provide nutritional information for all hot and cold food served in our restaurants.</p>

Strategic aim 2:

Healthier eating for staff and visitors

Aims	Key objectives
<p>Work in partnership with staff and visitors to ensure their nutrition and hydration needs are met.</p>	<p>Conduct six monthly customer online surveys to capture customer insights.</p> <p>Introduce a centralised QR code feedback system for customers.</p>
<p>Support staff health and wellbeing through promoting healthier, affordable food options.</p>	<p>Adopt healthier cooking methods such as grilled fish as an alternative to fried fish and use healthier oils.</p> <p>Reduce the amount of oil contained within our chips by using “chunky” chips instead of thin “fries.”</p> <p>Less healthy food options such as chips and hot puddings will be more expensive than healthier equivalents such as jacket potatoes and fruit.</p> <p>Sandwich meal deals will only include fruit and low-sugar drinks.</p>

Strategic aim 3:

Sustainable food and catering services

Aims	Key objectives
<p>Prioritise the procurement of locally produced, seasonal food and drink products to reduce carbon emissions and support local agricultural communities.</p>	<p>Procurement of ingredients will take into account social value principles, with locally sourced ingredients being sought where possible, aiming for at least 80% local sourcing (within 50 – 100 miles of our hospitals).</p> <p>All suppliers used will have an agreed carbon reduction plan, that has been approved by the Trust Procurement team.</p>
<p>Ensure all suppliers meet high standards of environmental and social responsibility, including fair labour practices, ethical sourcing, and minimal environmental impact, reducing food miles and support the Trusts Green Plan and net zero commitments.</p>	<p>Carbon reduction plans and statements will be provided by the suppliers and assessed by the Trust procurement and catering teams before contract award.</p> <p>Contract management and key performance indicators (KPIs) will be in place and monitored on a regular basis, with appropriate contractual clauses in place to cover financial penalties and early termination of contracts.</p> <p>Supplier statements will clearly lay out how they would support the Trust's Green Plan and meet the agreed KPIs in the supplier contract.</p>

Strategic aim 3:

Sustainable food and catering services

Aims	Key objectives
Reduce use of single-use plastics	<p>Innovation will be encouraged such as the selling or renting of reusable cups and containers, staff bringing their own cups and boxes for food including possible increases in the current discount to help incentivise customers.</p> <p>Consider commercial composters to break down food waste and distribution to local farmers.</p> <p>Reusable, recyclable, or compostable packaging and materials will be used within the retail setting in preference to single-use plastics.</p>
Contribute to reduction in carbon emissions from red meat production	<p>Increase use of plant-based ingredients within meat-containing meals within our patient and retail menus to enable reduced meat content whilst maintaining nutritional value.</p> <p>Increase the range of well-balanced, fully plant-based meal options within our patient and retail menus.</p>
Reduce food and paper waste across all catering operations	<p>Adopt measurable reduction targets focusing on plate waste (food left uneaten by patients that is subsequently discarded).</p> <p>Procure a digital menu and meal ordering system and implement this across wards to enable a more accurate and responsive meal ordering process and the elimination of printed paper menus.</p> <p>Increase patient satisfaction with meals as measured via annual Patient-Led Assessments of Care Environment (PLACE).</p>

Implementation

The intention is that all strategic objectives within this Food and Drink Strategy will be achieved by the end of 2028. Associated action and improvement plans, with defined target timescales, will be developed and implemented with oversight from the Food, Nutrition and Hydration Steering Group. It is expected that additional issues and improvement needs will arise during the period covered by the Food and Drink Strategy, therefore action plans will inevitably evolve. The Food, Nutrition and Hydration Steering Group reports to the Patient Safety and Clinical Effectiveness Subcommittee (PSCESC). Progress against the Strategy will be included within quarterly reports to the PSCESC.

Supporting policies and resources

The following Trust policies and resources are relevant to this strategy.

- Food, Nutrition and Hydration Policy (2024) which covers guidance related to:
 - Nutritional risk screening (adults and children).
 - Making Mealtimes Matter standard (protected mealtimes).
 - Oral nutritional support.
 - Enteral tube feeding.
 - Parenteral nutrition.
 - Refeeding syndrome.
 - Dysphagia.
- Catering for Patients, Staff and Visitors Policy.
- Implementation of John's campaign standard operating procedure.

References and further reading

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