



Kaiser Permanente

Farmers' Market



Resource Guide

**2nd Edition
May 1, 2006**

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FOREWORD

Since the first edition of the Farmers' Market Resource Guide was produced in 2004, many more markets have started at Kaiser Permanente facilities all over the country. At our last count, there are a total of 25 markets operating, and we know that additional markets that are being planned. Current markets are located in California, Hawaii, the Northwest, Denver, and Georgia. These markets range in size, scope, and organization. Many are year-round; a few are limited to operating in the spring and summer due to shorter growing seasons for the farmers in their regions. Most are weekly and a handful are bi-weekly. The largest market operates with over 30 vendors participating, and the smallest market operates with one farm stand.

Kaiser Permanente's farmers' markets have received increasing attention from our members, the general public and our industry peers. Last year, Kaiser Permanente received the 2005 Ellis J Bonner Community Leadership Award for our farmers' market work. The award, presented annually by America's Health Insurance Plans, recognizes health insurance plans that have demonstrated success in identifying and addressing a community need through innovation, creativity, and purposeful leadership. The farmers' market project addresses the rising levels of obesity, poor nutrition, and inactivity that are considered leading factors in some of the most pressing health concerns in our country, including heart disease, diabetes, and certain cancers. KP representatives were proud to accept the award on behalf of all the KP staff, clinicians, and community volunteers who have worked hard to get markets up and running across the country.

In the summer of 2005, a survey of over 1,200 patrons at 17 Kaiser Permanente-sponsored markets showed that our markets are helping patrons eat more fruits and vegetables and helping them try fruits and vegetables they've never tried before. The results show the impact we can have on the health of our members and our communities by extending our prevention efforts beyond our doctors' office walls, and making healthy foods more available.

The long term viability of our markets depends on the farmers' success. Soon we will pilot a new way to extend the reach of our farmers hopefully increasing their net income and their perceived value of working with Kaiser Permanente. The "ProducePak" delivery program will collate fresh, organic fruits and vegetables from the Oakland Medical Center's Friday Fresh Farmers' Market and deliver the food, pre-paid, to employees at one of Kaiser Permanente's main downtown office buildings.

We also are planning to open a market in partnership with a large auto factory expanding the concept of worksite markets.

There's much more work to do. All of us eat. It's our program's challenge to continue to find new ways to encourage us to eat what's good for us, the farmers, and the environment.

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INTRODUCTION

Encouraging healthy eating and active living is at the heart of Kaiser Permanente's (KP) mission as a prevention-oriented health care organization. The need to create and support healthy nutrition environments has taken on added urgency with our increased understanding of the extent of the nation's obesity epidemic and its causes.

Over the last few years, nothing short of a farmers' market "movement" has taken hold at KP. We are excited at the opportunity KP facilities have to take part in the promotion of healthy lifestyles using farmers' markets to encourage staff, members, and the community to eat well and make it easier for them to make good choices by increasing access to fresh produce.

The goal of this resource is to describe farmers' market programs being implemented within KP today and to distill lessons learned from our growing experience in this area. The first edition of this guide focused on the different types of farmers' markets in place at KP and summarized their unique advantages and disadvantages. As these markets continue to be developed, we have received requests to update this guide with current challenges, issues and resources on how to address those issues. In response, we added a new chapter to address issues such as permitting, liability, and how to use the markets as a platform for community health education. We included more profiles to the farmers' markets models section. With the incredible variety in the markets across the country, and with markets starting all the time, we expanded the "Markets-At-A-Glance" appendix to be a central place to find contact information and other details about each market. Finally, we added one more appendix to provide results from our 2005 patron survey and tools for any market that wants to conduct their own survey.

Our hope is that readers will find this resource helpful in implementing their own programs. Please contact Elisa Wong (Elisa.Wong@kp.org, 510.271.2313) with any questions or comments. Good luck in your endeavor to improve the health of KP members, staff, and our communities!

FARMER'S MARKET MODELS: AN INTRODUCTION

Below we describe some common characteristics of KP farmers' markets, distinguish between three types of farmers' markets presently in place at KP, and summarize their unique advantages and disadvantages. In the subsequent pages, we provide profiles of some of the existing markets as examples of each model. Also included are publicity/public affairs practices to promote the market, health outreach efforts conducted in conjunction with the market, and critical success factors for implementing the market. A number of tools and resources are also provided in the appendices.

A. Key Characteristics of all KP Farmers' Markets

- **Implementation requirements**
 - Buy-in from facility, medical group, and health plan/hospital's leadership
 - Support from key operations departments, e.g. EVS, Parking, Security, etc.
 - Market location *must* be in an area with high foot traffic or a captive audience
- **Planning timeframe:** Four to nine months
- **Costs:**
 - Permit: \$0-\$1,300 (Depends on city)
 - Signs/Banners: \$200-\$500
 - Staff: \$0-\$10,000
 - Health Education materials: Estimated up to \$100/month
 - Other (tables, tent, gift baskets, raffle prizes, etc.): Variable
 - Staff time for planning and staffing health education booth
- **Benefits:**
 - Increased access to fresh produce for staff, physicians, and community members
 - Increased staff morale
 - Improved community relations

B. Farmers' Market Models

Various models of farmers' markets have started in medical centers across the program. Key elements that differentiate KP farmers' markets from each other are 1) the parties involved in the organizing effort; and 2) the parties involved in operating the market and selling the produce. Additional detail may be found in the individual market profiles.

1. Farmers' Market Association Model

In this model, a farmers' market association coordinates most of the logistics associated with market operations, including obtaining the proper licenses and permits and bringing in local farmers. This model is arguably easiest to implement, since KP's principal role is to provide

space for the market and to promote it. Farms sell their own produce, creating direct relationships between shoppers and the farmers. The need for farms to dedicate staff may limit participation to large farms.

2. Community Collaboration Model

This model requires goal alignment of collaborators, which makes the initial planning and continued maintenance of the market more complex, but creates the most potential to access additional resources for implementing the market. Collaboration with community agencies can help in the development of a market that serves the needs of the larger community in addition to the needs of KP staff, clinicians, and members. For example, working with an outside agency that employs at-risk youth to sell produce at the market can contribute other benefits to the community.

The specific shape and form of these markets can vary greatly. In one example, a community-based organization transports and sells produce procured from several small farmers at a single farm stand located outside a medical center. This method helps support local agriculture by allowing smaller farms who have staffing or production restraints to still sell their goods at the market. In another example, several community based organizations convened to form an advisory group to provide guidelines for the market and hire a market manager to oversee the market operations. The manager recruited over 20 farmers to participate in the market, who come and sell the produce they have grown themselves.

3. Unbrokered Model

In this model, KP works directly with one or more farms to supply the market instead of working through an association or community-based organization. Such an approach is necessary when there is no collective organization of farms or a community organization that can help establish and maintain markets. If KP works with only a single farm, the farm coordinates most of the external-to-KP logistics while KP provides the space for the market. Involving multiple independent farms improves produce variety and hours, but requires greater coordination and a larger role for KP in organizing the market.

4. Other Models

Other models not described in this resource include “event-based” farmers’ markets that may be a one-time occurrence, e.g. a farmers’ market held in association with “women’s health month” and “destination” farmers’ markets. Destination farmers’ markets are markets whose location or venue attracts customers. These markets generally are less constrained by issues such as parking or increased waste because the venue itself already attracts large numbers of people. Examples of destination farmers’ markets include the Saturday morning farmers’ markets in San Francisco at the Ferry Building along the Embarcadero or Eastern Market in Washington D.C.

FARMERS' MARKET ASSOCIATION MODEL

Oakland Medical Center

Oakland, CA

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General Description

This is a year-round “Friday Fresh” farmers’ market selling organic produce. The farmers’ market is run in one location in front of Oakland Medical Center every week on Friday’s from 10am to 2pm. The location in front of the medical center is in the midst of a busy community with a lot of foot traffic. The market is operated by the Pacific Coast Farmers Market Association and consists of eight farm stands and one KP Health Education table.

This farmers’ market focuses on encouraging healthy living primarily amongst KP staff, but also attracts KP members and local community. As a non-destination farmers market, Oakland Medical Center staff are the main audience. Because staff are a captive market, additional parking or other issues related to attracting a large audience from the outside are diminished.

Seeking buy-in from groups both external and internal to KP was key to starting this market. Community buy-in was obtained through meeting with local businesses, city council members, and neighborhood associations before starting (See Table 1).

The implementation process of this market started with a champion, Dr. Preston Maring, the Oakland Associate Physician-In-Charge who put together a team of key KP Players (see Table 2).

Publicity/Public Relations

- External:
 - Press release
 - Mr. Carrot character: A mascot that interacts with customers to generate more excitement around the market.
 - Press write-up, *Bay Guardian*

- Internal:
 - Dr. Preston Maring sends a weekly recipe via email that is tied to produce available at the market that week; Specific vendors are named in the message to help build relations between staff and farmers (See Appendix E)
 - Jeanne O’Reilly, the medical center concierge,¹ helps publicize market to employees
 - Managers/chiefs meetings were used as venues to introduce market
 - Internal newsletter, *Eastbay Pulse*

Other health outreach efforts

- Table offering pamphlets on blood pressure/cholesterol/healthy nutrition staffed by Health Education

Implementation Challenges:

- Small space
- Parking for farmers, location to load and unload produce. Urban area made it difficult
- Garbage disposal (taken care of by EVS and Pacific Coast)
- Concern about other vendors selling goods in the same area
- Contract should be signed by highest KP hospital person at medical center (e.g. Area manager, COO, etc.)
- Created Service Agreement with Pacific Coast Farmers Market Association (see Appendix B)
- Timeframe to plan market: 6-7 months

Critical Success Factors:

- Right planning team with key departments represented
- Self-sustaining with Pacific Coast Farmers Market Association coordinating logistics
- Strong local champion
- Discussion of market in planning stage with key stakeholders, e.g. neighborhood associations, local grocery stores, other farmers’ markets, etc.

Promising Opportunities/Future Direction:

- To encourage other medical centers
- Connecting with other community benefits groups (composting/homeless shelters)
- Partnering with KP Health Education classes to connect chronic care management (Diabetes management classes for example) with healthy produce and cooking

¹ Oakland Medical Center offers a concierge service to physicians and employees. Since 2001, the concierge helps obtain information and tickets to local events and happenings medical center staff may be interested in attending.

Table 1, Oakland Medical Center Key Players: External to KP

Key Players	Roles and Accomplishments
Pacific Coast Farmers Market Association: John Silveira	Obtaining permits; Operates market by providing staff and tables and performing clean-up
Oakland Police Department	Granted Permits
Alameda County Agricultural Dep't	
Neighborhood Associations	Buy-in
--PANIL (Piedmont Avenue Neighborhood Improvement League)	
--Cerridos Neighborhood association	
--PAMA (Piedmont Avenue Merchants Association)	
City Council Members: Jane Bruner and Nancy Nadel	Buy-in
Competing farmers markets	Needed to be informed, could potentially create negative pushback to medical center starting market

Table 2, Oakland Medical Center Key Players: Internal to KP

Key Players	Roles and Accomplishments
Attorney at Program Office: Sandy Golze	Reviewed contract between Oakland Medical Center & Pacific Coast
Associate Physician-In-Chief: Preston Maring	Champion: Obtained support from PIC and SAM; Created Farmers Market Organizing Team
Service Area Manager	Buy-in and support
Director of Hospital Operations	
Administrative Team	
Service Area Leadership Team	
Facilities/EVS/Security	
Parking	Consulted to figure out the best location for loading/unloading of produce
Farmers Market Organizing Team	Working out logistics within KP
•Health Education (including dieticians)	Preparing materials to deliver at farmers' market
•Community and Government Relations	Seek community buy-in; Obtained permit information
•Public Affairs	Seek community buy-in
•Publicity	External to KP Communications
•Employee Concierge Service	Internal to KP Communication-- e.g. Oakland Medical Center staff

San Francisco Medical Center

San Francisco, CA

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General Description

For a more detailed description on the model, see Oakland Medical Center. The San Francisco Medical Center Farmer's Market runs on Fridays from 10am-4pm.

San Francisco's farmers' market differs slightly from Oakland's in that Registered Dietitians from the Nutrition Clinic give noon hour talks to shoppers about the nutritional value of various farmers' market products as well as general healthy eating tips.

Promising Opportunities/Future Direction:

- Adding healthy cooking demonstrations

Santa Clara Medical Center

Santa Clara, CA

Contact:

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General Description:

The first farmers' market was implemented on Thursday July 8th 2004 at Santa Clara Medical Center in the Quad area in front of the main hospital. It will be held at the same location every Thursday from 10 AM to 2 PM. The market is operated by the Pacific Coast Farmers Market Association (PCFMA) and consists of 10-12 farm stands and one KP Health Education table.

The market was introduced by the Health Education Department to encourage our staff and members including children to eat more healthy foods like fruits, vegetables and whole grain items. The mission of the PCFMA is in line with the message that we give to our members and employees i.e. to maintain a healthy lifestyle.

The implementation process started with Suchitra Vaidya, Senior Health Educator who put together a proposal that was presented to Sharon Parmentier, AMGA Santa Clara and Janet McCalmont, Director of Facility Services.

Publicity/Public Relations

- **External**
 - Santa Clara Weekly Newspaper
 - Mr. Carrot character: A mascot that interacts with customers to generate more excitement around the market

- Internal
 - Hilary LeFort, Marketing sends out a weekly Lotus Notes and phone reminder
 - There is an overhead page done on the day of the market
 - Managers and Chiefs meetings were used as venues to introduce the market

Implementation Challenges

- Convincing key Santa Clara Medical Center management regarding the market
- Parking could become an issue given the large size of the market
- Farmers have to park their trucks off-site and take a shuttle

Critical Success Factors

- Motivation to implement the market; Belief that the market is going to be beneficial to staff and members
- Support from the AMGA and Facility Services Department
- Market is self-sustaining with Pacific Coast Farmers Market Association coordinating logistics
- Help and guidance from the KP Santa Clara Marketing Department

Other Opportunities/Future Direction:

- Partnering with other departments and programs at KP Santa Clara to tie in efforts with the farmers' market. For example, programs like pediatric weight management, blood pressure control, cholesterol, diabetes, weight management, cancer and nutrition and stress management.
- Cooking demonstrations
- "Carrot Cash" (See description of Santa Teresa Medical Center farmers' market)

Santa Teresa Medical Center

San Jose, CA

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General Description

For a more detailed description on the model, see Oakland Medical Center. The Santa Teresa farmers' market operates every Friday from 11am-4pm, between clinic buildings 1N and 2N.

The goal of the market is to support KP's Employer of Choice program, promoting healthy lifestyles to staff. Hosting the farmers' market on the medical center campus helps free up staff personal time so staff will not have to take time out of the weekend to attend farmers' markets.

The market operates concurrently with other food vendors creating a relaxing lunch atmosphere. The other food vendors include an Indian food vendor selling potato dumplings with sauces, a vendor selling focaccia bread like a pizza, a vendor selling cheese and another vendor selling French bread (together they make a sandwich).

The Physician-In-Chief and Santa Teresa Area Manager send out weekly reminders about the market that include healthy recipes developed by medical center dieticians and gourmet cooks on campus.

The recipes are "archived" in a Farmers' Market Cookbook available on the medical center intranet site. The site will also feature a link to the Pacific Coast Farmers Market Association website.

"Carrot Cash," redeemable at the farmers' market, is used by managers for employee rewards and recognition. It simultaneously provides for staff recognition, encourages staff to attend the market, and provides money for healthy food choices.

Publicity/Public Relations

- Medical center intranet:
 - Farmers' Market Cookbook "archive" of weekly recipes sent out by Physician-In-Chief and Area Manager
 - Link to Pacific Coast Farmers Market webpage
- Adopt-a-Squash plant contest to grow squash
- Grand Opening Ceremony
- "Carrot Cash" spendable at the farmers' market is used for employee recognition by managers
- Booth at Earth Day Fair (April 28th), raffling off "carrot cash" every 30 minutes.
- Monthly column/section dedicated to the farmers' market in *Inside Connections*, the medical center newsletter

Sources of Additional Cost

- Grand opening ceremony
 - Free drawing raffles for gift baskets
 - Carrot cash on hand to raffle
- An architect was hired to create Computerized Art Designs (CAD drawings) on the space and tables to obtain the permit

Other health outreach efforts

- Left over food from farmers' market goes to homeless shelter
- Left over compost goes to Santa Clara county composting project

Advantages to this approach:

- Farmers' market hours of operation (11am-4pm) includes all three shifts. These hours were chosen through the LMP partnership, in picking place and staff. Tried to not impact traffic pattern so traffic would not be moved at set-up or take-down

Implementation Challenges:

- Creating a contract: Santa Teresa's contract differs from the contract in the appendix of this resource. A paragraph was added in Santa Teresa's contract to give Santa Teresa final approval on community interest groups PCFMA may bring to prevent a table at the market representing a group that may be counter to KP's mission/vision.
- Location
 - Could not have market location with gravel that has dust
 - Selected place is ADA accessible (e.g. Ramps are available)
- Grass watering schedule needed to be altered
- Initial discussions with coffee cart (located near the farmers' market) on increased staffing concerns due to a possible increase in customer volume from the market. Since the opening of the market, however, it was found that additional staffing was not needed.

- Initial discussions on a possible drop in cafeteria revenue. Since the opening of the market, however, no noticeable change in cafeteria revenue has occurred.
- Timeframe to plan market: 4 months

Critical Success Factors:

- Assess target group market (i.e. community outreach vs. employee outreach) because different issues need to be addressed following the focus group

Promising Opportunities/Future Direction:

- Exploring the possibility of aligning shuttle service times with the farmers’ market hours to pick up staff at Cottle Road train station and bring them back to shuttle.

Table 1, Santa Teresa Medical Center Key Players: External to KP

Key Players	Roles and Accomplishments
Pacific Coast Farmers Market Association (PCFMA)	See Oakland Medical Center. Also may present community interest tables (e.g. American Lung Association), see note on Contract in Implementation issues
City Councilmember	Provided support for farmers market at STR
City Planning Department	Permit
Architect	CAD* drawings for tables to take to city for permit
	CAD* drawings for space between buildings

*CAD=Computerized Art Design

Table 2, Santa Teresa Medical Center Key Players: Internal to KP

Key Players	Roles and Accomplishments
Terri Simpson-Tucker, Assistant Administrator--Support Services	Champion
Joint Administrative Team (JAT)	Buy-in and support
National Facilities Services (NFS)	Consulted on choice of location
Public Affairs: Kimberly Ellis	Coordinating publicity and link between "carrot cash" and employee recognition
Elizabeth Bailey (Health Education)	Planning for Santa Teresa Table
LMP	Buy-in and support; Input on operating times

COMMUNITY COLLABORATION MODEL

Interstate Campus

Portland, OR

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General Description

This market operates from May to September selling locally grown produce on Wednesdays, from 3-7pm. The market is located next to KP's Interstate medical campus in North Portland, next to a city park, and just a few steps from a light-rail station. This is the only farmers' market in the northern quadrant of Portland. Surveys show that this market is a "destination" market – two-thirds of the patrons coming to the market are non-KP employees, and walking and biking are the most popular modes of transport for patrons coming to the market.

A market manager secured the vendors and negotiated individual contracts and terms with each of them. Vendors pay a market participation fee, which supports the cost of the market manager, who continues to oversee the market weekly. There are about 20 vendors who attend regularly. Three vendor spots are occupied by an information booth, a booth that showcases a different local community non-profit group every week, and a Kaiser booth that provides health education resources, including a popular "Ask an RD" segment.

The market is linked to a broader food policy effort to bring fresh food into KP's hospitals. Currently the Food Service Workers from the Interstate Campus purchase produce from the market on Wednesdays and feature it in the hospital cafeteria on Thursdays and Fridays.

This market is a collaborative effort among community organizations including the City of Portland, Multnomah County, the Overlook Neighborhood Association, and KP. An advisory group consisting of 4 representatives from different community organizations, 1-2 farmers, and 4 KP folks, including 2 representatives from KP's health plan, 1 from the Permanente Medical Group, and 1 from Labor advises market operations. The Advisory Group is chaired by the Interstate Campus Manager and is accountable to KP.

Publicity/Public Relations

The market promotes the message that good health is linked to fresh food, sustainable agriculture, and a strong community. Information about healthy eating and living is provided through KP and community vendors.

Marketing to KP members and employees and the North Portland community was done through the use of various distribution channels.

- Posters and fliers developed by Campbell Ewald
- Market materials, posters, banners and fliers announcing the market opening
- Articles in the newsletters of the ten local neighborhood associations
- Newspaper articles in the Oregonian and several neighborhood newspapers.

Sources of Additional Cost

- Personnel – Market outreach person, Registered Dietitian, health education staff
- Consultants and meeting honoraria

Other health outreach efforts

- Health Education Resource Center offers health education information and materials
- Center for Health Research offers information on findings from relevant studies
- Registered Dietitian gives presentations (e.g. “Guess how much sugar is in these products”, and “Creative ways to use greens”) to market patrons, and then give one-on-one “consultations” to answer any questions patrons want to ask.

Advantages to this approach:

- Collaborative effort creates spirit of partnership. Focus is on the community, not on KP.
- Inclusion of partners such as the City of Portland expedited permitting processes.
- Community partnerships makes the market comparable to other markets (i.e. precludes belief that this market is successful because of corporate support).
- Partnership creates a coalition of community representatives that is a potential group with which to work on other community health issues.

Implementation Challenges:

- Because of 2 previous failed attempts at markets in North Portland, uncertainty if community would support another effort to start a market.
- Location of Interstate Campus is not ideal because it is difficult to draw patrons to this part of the city.
- Community concern of a “corporate takeover” of markets. All other markets in Portland are sponsored by community-oriented, not-for-profit agencies.

Critical Success Factors:

- Engaged in year-long planning process with community members
- Enthusiasm and support from the Interstate Campus Manager for farmers’ markets
- A market manager who is trusted and respected among his peers, and can bring credibility to a community-corporate partnership

Promising Opportunities/Future Direction:

- Expanding to other campuses

- Farm-to-community programs – buying left over produce or asking farmers to contribute to a local community food basket
- Further develop farm-to-cafeteria program and expand it to other campuses.
- Develop a plan to attract more food stamp recipients to come and shop at the market

Table 1, Interstate Campus Key Players: External to KP

Key Players	Roles and Accomplishments
Kaiser Permanente	Provided start-up funds for market; designed advisory group; negotiated liability insurance; coordinated communications during start-up period
	Providing administrative support including conference rooms for meetings
	Providing space for market on part of medical campus
City of Portland	Provided permits for operation of market
Multnomah County	Member of start-up team
North Portland Neighborhood Services	Member of start-up team and advisory group
African American Health Coalition	Member of start-up team and advisory group
Overlook Neighborhood Association	Member of start-up team and advisory group
Oregon Farmers Markets Association	Consulted with Advisory Group on areas of expertise including agriculture, starting a market

Table 2, Interstate Center Key Players: Internal to KP

Key Players	Roles and Accomplishments
Internal KP folks on Advisory Group	Contribute to guidance of market, market focus and direction
Interstate Campus Manager	Chairs the advisory group
Physician champion	Member of start-up team and advisory group
Health Education Resource Center	Staff market booth and provide presentations, materials, and consultations
Center for Health Research	
Registered Dietitians	
Other Health Education staff	

Richmond Medical Center
Richmond, CA

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General Description

Year-round farm stands selling locally grown produce at two West Contra Costa County locations (currently 1 KP, 1 non-KP) every week on Tuesdays, 11am-2pm at one site and 3pm-5:30pm at another site. Community organization (EcoVillage) operates the weekly farm stands selling produce at cost. EcoVillage was selected by the County from a pool of applications solicited from community organizations. A van was purchased by the County to transport the produce from the farms to the farm stands. EcoVillage carries out transportation and selling of the produce at the farm stands. All produce sold at the farm stands is organic as defined by the USDA.

The farm stand model operates at a smaller scale than a farmers' market and is better equipped to sell produce in areas with a smaller customer base. The smaller farm stand customer base is less demanding on farms that may not be able to consistently provide produce needed to meet the demands of a larger farmers' market. The flexibility it offers to farmers helps keep prices low, which is ideal for the customer base in North Richmond, which faces greater financial barriers.

This market is a collaborative effort between KP, local farmers chosen by the Community Alliance with Family Farmers (CAFF), EcoVillage Farm Learning Center, and community interest groups (e.g. Contra Costa Public Health Department and Contra Costa Community Development).

Publicity/Public Relations

The message being marketed to the community is to enjoy eating fruits and vegetables, for taste and health with a minimum recommendation of five servings/day (5-A-Day education materials are used to convey this message). For more information on available 5-A-Day materials, see <http://www.dhs.ca.gov/ps/cdic/cpns/ca5aday/default.htm>

Marketing to KP members and employees and the West Contra Costa Community was done through the use of various distribution channels.

- Posters and fliers (see Appendix E) were posted in clinics and sent to the employee fitness center director at the Social Security Office.
- KP Public Affairs staff
- Radio: "On Childhood Matters"—A radio show produced by a KP Richmond nurse

- An overhead page at the medical center announced during the farm stand hours of operations

Sources of Additional Cost

- Personnel
- Truck, gas
- Tent
- Consultants and meeting honoraria
- Travel
- Computer

Other health outreach efforts

- Health Education - Cooking class: KP Richmond started a healthy cooking class
- EcoVillage and one of the farms has at-risk kids working with them to operate the market

Advantages to this approach:

- Collaborative effort creates forum to best leverage resources and knowledge from KP and various community- and farm-interest groups
- Allows smaller local farms to participate because farms do not have to provide resources to transport products or to operate farm stands
- Smaller farm stand model is more mobile, farm stand can be taken to more than one place in the community
- Smaller farm stand model is less threatening to competing farmers' markets

Implementation Challenges:

- Being a collaborative effort, each organization had different missions. Aligning individual group missions with single vision requires open communication and clarification of roles
- Obtaining van for transportation of produce to farm stands also must include logistics of purchasing insurance
- To maintain farm stands as an on-going event, funding sources must be located

Critical Success Factors:

- Open communication between all organizations involved—e.g. a lot of email between organizations involved
- Enthusiasm and multi-disciplinary support within KP: MD's, RN's, RD's, individuals with MPH backgrounds, etc.
- Role clarification for each organization

Promising Opportunities/Future Direction:

- Expanding to more sites
- Farm-to-school (Providing farmers' market organic produce in school cafeterias)

- Creating a Community Sponsored Agriculture (CSA) program for staff/providers at KP so that produce orders can be placed in advance (based on availability) and order is paid for when it is filled
- Providing farm stand produce in KP facilities—i.e. selling fruit in cafeteria, providing options to patients
- Obtaining LMP/CNA support within KP

Table 1, Richmond Medical Center Key Players: External to KP

Key Players	Roles and Accomplishments
Kaiser Permanente	Provided funds (\$10,000) to start project
	Providing administrative support including conference rooms for meetings
	Providing space for farm stand in front of medical center
Community Alliance with Family Farmers, www.caff.org Contact Gail Wadsworth	Coordinated selection of farms providing produce for market through collaboration with farmers
	Initially helped set up an ordering system
	Consults with team members on areas of expertise including agriculture, grant writing, policies, legislation, and farms to schools info
EcoVillage Farm Learning Center	Community organization selected to operate farm stands including transportation of produce from farms to the farm stands
	Provided business plan for project
Contra Costa Public Health &	Solicited applications from community organizations to select group to run farm stands
Contra Costa Community Development	Provided funds (\$30,000) for van used to transport produce from farms to farm stand
	Obtained permits for operation of farm stands
	Publicity to the public at clinics and childcare programs

Table 2, Richmond Medical Center Key Players: Internal to KP

Key Players	Roles and Accomplishments
Richmond Medical Center Food and Eating Committee	Planning committee meeting monthly. Forum within KP to get input and workout Farmers Market implementation issues
--MD Champion: Dr. Jeffrey Ritterman (APIC)	Achieved MD support
--RN's	Buy-in and Support
--Psychologists	
--Registered Dieticians	

UNBROKERED MODEL

Honolulu Clinic

Honolulu, HI

Contact:

Ashlyn Izumo
Lifestyle Program
Honolulu Clinic
Lifestyle Program Secretary
808.432.2270
Ashlyn.Izumo@kp.org

General Description

Year-round “Friday Fresh” farmers’ market selling various local produce and products. Farmers’ market is run in one location in front of the Honolulu Clinic every week on Fridays from 9:00 a.m. to 1:00 p.m. The market is operated by local vendors and consists of 7 individual vendor stands and 1 KP Health Education table.

This farmers’ market focuses on encouraging healthy living primarily amongst KP staff, but also attracts KP members and the local community. In addition to selling produce, the market also has vendors offering stress relief activities, including massages by a licensed massage therapist (\$1/minute, minimum 5 minutes) and music performed by volunteer musicians for free (they accept donations). The musicians also happen to be satisfied KP members. Gift certificates for massages are available and staff can pre-book appointments for massages.

Each farm and massage therapist in the market work independently, separate contracts were created between KP and each farm and licensed massage therapist. Each farm and massage therapist was required to add KP to their liability insurance, which slightly increased the cost of their insurance.

Inside the clinic, KP provides a separate “lounge” area for the farmers and vendors. Water and snacks are provided to help them relax from a busy market.

Publicity/Public Relations

- External:
 - Grand Opening Ceremony
 - Banners both inside clinic and outside the clinic
 - News release
 - Radio announcement
 - External flyers distributed to the community near the Honolulu Clinic area
- Internal:
 - Pediatric Physician Chief Dr. Bill Pfeiffer sends a weekly recipe that incorporates the weekly produce
 - Fresh Fridays Committee helps publicize market to staff
 - Email
 - Managers/chiefs meetings to introduce market

- Internal flyers posted and distributed to patients
- Overhead page

Sources of Additional Cost

- Flyers
- Leis (\$50, grand opening only)
- Vendor’s refreshments
- Safety equipment, e.g. cones for parking, tape to section off area during vendor set-up, and additional trash cans
- Promotional items—contest giveaway prizes with KP logo and thank-you gifts for special guests

Other health outreach efforts

- Multiple departments within KP provide education on diverse topics and services provided by the department

Implementation Challenges:

- Finding and securing vendors
- “Unsecure” site—During vendor set-up prior to the start of the market, produce is exposed to potential shoplifters and “early” shoppers hoping to purchase produce before the official market start.
- Pre-opening purchase policies
- Seeking individual farms to sell produce increased time frame to plan farmers’ market to 9 months
- Securing space to hold market
- Parking for vendors, location to load and unload produce
- Garbage disposal (handled by Receiving and EVS)
- Working with existing coffee cart vendor
- Other vendors selling goods in the farmers’ market area
- Negativity from the manager of a local store who felt threatened by the possible loss of produce sales
- Determining appropriate hours
- Location groundskeeping: Landscaping concerns with market traffic wearing down grass and use of small pebbles over grass causing possible safety risks

Critical Success Factors:

- Effective planning team with key players/departments represented

Promising Opportunities/Future Direction:

Cooking demonstrations—Forming a partnership with a local culinary school to hold cooking demonstrations at the farmers’ market. In addition to providing nutritional information on the demonstration food, another goal is to provide “pre-tickets” for meals created by the culinary school to KP staff so that staff can make meal requests in advance.

Table 1, Honolulu Clinic Key Players: External to KP

Key Players	Roles and Accomplishments
Local Vendors	Buy-in
Competing stores & restaurants	Needed to be informed, could potentially create negative pushback to clinic starting market.

Table 2, Honolulu Clinic Key Players: Internal to KP

Key Players	Roles and Accomplishments
Legal Department: Renee Reed	Created and reviewed contract between Kaiser Permanente Honolulu Clinic and each vendor.
Pediatrics Physician Chief: Dr. Bill Pfeiffer	Physician Partner: Obtained support from HPMG
Clinic Manager	Buy-in and support
Administration Dept.	
Health Education Director	
Lifestyle Program-Management Assistant	Buy-in. Support by providing conference room space.
Lifestyle Program-Dietician	Review nutrition value of products being sold at Fresh Fridays.
Facilities, ESD, Security, ESS, EHNS	Consulted to figure out the best location for loading/unloading of produce.
Public Affairs	Financial funding. Seek and provide both internal and external publicity opportunities.

Nanaikeola Clinic

Leeward Coast, Hawaii

Contact:

Kellie MO Takashima
808.780.5503

Kellie.MO.Takashima@kp.org

General Description

Year-round weekly farmers market provides access to organically-grown fruits and vegetables every Wednesday from 12pm to 1pm and cooking demonstrations on the 2nd Wednesday of the month. Kaiser Permanente's Nanaikeola Clinic joined forces with Ma'O, a local nonprofit organic farm that aims to make the community more self-sufficient by teaching agricultural skills to young people at risk. Ma'O produces organically-grown fruits and vegetables and sells them directly to the community, thereby keeping prices low. Every Wednesday, Ma'O brings its stand of fresh farm produce to the clinic, where patients and people from the community can purchase everything from crunchy small cabbage-like bok choy to tart apple-bananas at prices that rarely rise above \$1 to \$2 a bag.

Noontime cooking demonstrations/shows outside the clinic take place once a month in conjunction with the market. They have been hosted by various chefs including a vegan chef and starting June 2004, by Sam Choy, a celebrity Pacific Rim chef who brings additional promotion to the farmers market. Sam Choy may feature his cooking demonstration at KP's farmers market on his television cooking show.

Recipe cards created by the KP clinic's dieticians in conjunction with the chef and vegetable cards containing information on the storing, preparing, and nutritional value of the vegetables are handed out at the market so that people can try the recipes at home. Ma'O's young people also hand out the vegetable cards at open markets in other parts of the community.

The goal of this market is to increase access to healthy foods and to use clinical/dietary knowledge to influence food preparation and the incorporation of healthy food into a healthy lifestyle.

Publicity/Public Relations

- Local newspaper, *Westside Story*, features market in weekly "Events" calendar. Newspaper is distributed to all homes in Leeward community
- Possible feature in television cooking show with celebrity chef Sam Choy

Sources of Additional Cost

- Vegetable Cards: \$20/run, 1 run every 2 months
- Table for produce
- Drawers for cooking utensils for chef demonstrations

Other health outreach efforts

- Health Education - Cooking demonstration

Advantages to this approach:

- Lowers barriers (cost and access) to eating healthy
- Educates community on handling and cooking of produce
- Association of KP brand image with healthy lifestyle has brought positive attention to KP. Organizations with other programs associated with improving health (e.g. exercise programs, nutrition classes, etc.) are more likely to partner with KP in Hawaii

Critical Success Factors:

- Communication: Support from management (Area Supervisor, Clinic Supervisor, etc.)

Promising Opportunities/Future Direction:

- Expanding fresh produce sales at all of its clinics, including the soon-to-be-opened Waipio Clinic
- Creating a connection with regular grocery markets: Introducing walking tours with members/neighbors at regular markets to talk about nutrition labels and how to shop healthy

Table 1, Nanaikeola Clinic Key Players: External to KP

Key Players	Roles and Accomplishments
Ma'O	Non-Profit Organic Farm provides produce at low cost and operates market
Vegan Chef/Celebrity Restaurateur	Provides noontime cooking demonstrations
Board of Health	Temporary food service permit

Table 2, Nanaikeola Clinic Key Players: Internal to KP

Key Players	Roles and Accomplishments
Head of Dietary and Dieticians	Nutritional write-ups of recipes and produce
Area Supervisor	Buy-in and Support
Clinic Supervisor	
MD Champion: Dr. Samir Patel	
Dr. Chris Ancog, PIC	
Legal	Recommended relationship with Ma'O be called a "vendorship"
Security	Setup/move tables/put up banners/take down
Various Staff	Clean-up

ISSUES AND CONSIDERATIONS

Risk and Liability Issues

Operating farmers' markets (FM) on or near KP facilities requires consideration of liability issues. The kind of liability coverage that each facility needs may be different, depending on what liability coverage the vendors carry, what liability coverage the farmers' market association carries (if applicable), and the level of risk that your local and regional leadership teams are willing to bear. However, at the very minimum, FMs should be insured for "general liability" and "product liability" because they pose the most significant risk. Below are some of the risk issues for all FMs, followed by recommendations and resources on how to get started on ensuring proper liability coverage for a FM.

Risk issues

Products liability - The most significant FM risk to KP is product liability. This is coverage for bodily injury and property damage claims resulting from the vending of food and food products at the FM. For example, a patron alleges food poisoning resulting from the sale of food and food products at KP sponsored FM events. The risk may accrue to KP as the host/provider of the physical venue of the FM. The risk for product liability should be assumed by the vendor via an indemnification agreement, and demonstrable financial assets ensuring the indemnification is viable. The demonstration of financial viability is most commonly accomplished in the form of commercial insurance. The vendor obtains this coverage and provides evidence to the counterparty in the form a certificate of insurance.

General liability - These are typically claims for bodily injury or property damage from a patron, for example, resulting from a patron slipping and falling or from a canopy falling and striking the patron. A liability for bodily injury exists for patrons that sustain injuries from slip and falls for which the venue/site is deemed to be negligent. This is the retail store exposure. Proper maintenance of the site is the best loss control for this exposure. There is a presumed obligation on the part of the venue/site provider that it is safe to enter the venue/site. Trip and fall hazards need to be addressed and corrected during the operation of the market. If the site is a public street, observation for defects in the street needs to be made prior to each event. Hazardous areas should be coned off, as KP should not be expected to repair a public street.

In addition, a liability exposure exists for bodily injury and damage to property to those attending the FM for product liability. As the provider of the venue, there is the assumption that KP has performed sufficient due diligence to ensure the safety of the event and the products being sold. Given the vendors have insurance, the expense of claims will be paid by the vendor. If the vendor does not maintain adequate insurance, depending on the situation, the exposure *may* be KP's. Therefore, it is critical that facilities require and verify proof of adequate coverage from the vendors.

Workers compensation - Vendors with employees working at the venue, by statute are required to maintain workers compensation insurance for injuries arising from the course and scope of employment. Without coverage from the employer (vendor), KP may be liable to pay for injuries to workers injured on site. Vicarious liability may attach to KP as the owner or the party assuming responsibility for the site.

Auto liability - Losses from bodily injury and/or property damage resulting from a vendor's operation of a vehicle to support their operations at the FM. Vendors using motor vehicles to service their booths must have auto (vehicle) liability insurance.

Reputation - Reputation is also a significant risk. A products liability claim for "food" could damage KP's reputation. This is avoided by loss control in the form of actively monitoring the quality of the FM process – vendors and their products.

Recommendation

The preferred method is for facilities to partner with a farmers' market association or some other entity that provides the necessary liability coverage. Some FM associations carry general liability for the markets they manage. They may also take responsibility for other risk issues. For example, Pacific Coast Farmers' Market Association in northern California, in addition to carrying general market liability, requires its vendors to provide proof of product liability insurance and proof of auto insurance. Southland Farmers' Market Association in southern California also provides general liability coverage and requires farmers to carry both auto and product liability coverage.

If partnering with a farmers' market association is not an option, KP's general liability may cover some of the risk associated with the FM. This risk need to be discussed with Risk Management and Legal Counsel and explicitly assumed by KP (i.e. need a certificate of insurance from KP).

In all cases, facilities should work with Risk Management to ensure that all appropriate liability considerations are addressed.

Resources

For guidance related to risk management and liability issues, contact Lawrence Owens, Corporate Insurance Manager, 510.271.5904, Lawrence.W.Owens@kp.org.

For guidance on general legal issues related to setting up farmers' markets, contact Sandra Golze, Senior Counsel, 510.271.5703, Sandra.Golze@kp.org.

Seeking and Securing Permits

The process of securing permits to operate a farmers’ market on or near a KP facility may be a complicated process involving many different KP departments. The process and permits required may also be unique to each facility/region, depending on the requirements and regulations that have been established by the state, county, and local jurisdiction. However, because there may be some generalities that apply to all sites, below are two different options for securing permits and an explanation of a few permits that are typically required for operating a farmers’ market.

A. How to secure permits for operating Farmers’ Markets

Option 1: KP staff secures the necessary permits. To begin, investigate the regulations around land use for your facility and any surrounding lots or areas of land where the market may potentially be located. Talk to your facility’s Public Affairs and Property Management representatives as well as the Regional Regulatory Affairs and/or Land Use teams. The Government Relations department may be able to provide assistance with changing zoning codes around a facility if necessary.

Option 2: Partner with a farmers’ market association to secure the necessary permits. Some farmers’ markets associations, such as Pacific Coast Farmers Market Association (PCFMA) in northern California, and Southland Farmers’ Market Association in southern California, secure permits as part of the service they provide in establishing and managing markets.

B. Types of permits typically issued for farmers’ markets (other permits may be required)

Type	What is it	Who issues it	What application materials are required	Strategies to expedite the process
City Use or Zoning permit	Secures “permission” from the city to hold the market at a specified location based on the input/requirements/goals of the market.	This is issued by the city in which the market is located.	The application may require detailed information, including a site plan (placement of booths and trashcans, aisle width, number of vendors, parking and/or staging area for vendors, hours of operation, and a clean-up plan), proof of insurance, and signatures of approval from abutting property owners. In many cities there isn’t a specific farmers’ market zoning	Work with a farmers’ market association: they will often take responsibility for applying for this permit. Other possible strategies differ by city. Government Affairs or Public Affairs teams may be able to help.

Type	What is it	Who issues it	What application materials are required	Strategies to expedite the process
			<p>process, so your application may be routed through the Planning Department. The Planning Department may require that the Police Department, Fire Department, and/or other agencies review and/or approve your plans before you are issued a permit. You may also be required to hold a public hearing prior to securing final approval.</p>	
<p>Food Processor licenses, Agriculture Certifications, and Prepared Food On-site permits.</p>	<p>Various permits and licenses for produce farmers, nurseries, food processors and prepared food vendors.</p> <p>Note: Bakeries and processed products will require a separate health permit for each entity.</p>	<p>These permits and licenses are issued by state agriculture departments and the local county health department. Public events that involve the sale of food, including farmers' markets, are open to county health on-site inspections.</p>	<p>Most agriculture certifications and permits are on-line. Check your state agriculture department website.</p> <p>For prepared foods, the local county health application may require detailed information on the type of the event, the number of vendors at each event, time span of the event, and the hazardous nature of the food being served.</p>	<p>Work with the farmers' market association or market manager. They are responsible for assuring that all permit requirements are satisfied. Proof of vendor's licenses and certification are often required by farmers' market associations as part of the vendor's application to participate in the market. Also, engage the local health department as a partner to help expedite the permitting process within the department.</p>

Type	What is it	Who issues it	What application materials are required	Strategies to expedite the process
Certified Farmers' Market <i>Agriculture</i> permit – California only, optional	Certifies that the agricultural products being sold were grown by the farmers/producers themselves.	In CA, this is issued by the County Agricultural Commissioner. Only a certified producer, local government agency, or a non-profit organization can apply for this permit.	The application typically requires detailed information about the market's operations (hours, rules, regulations, site plan, etc.).	Work with a farmers' market association: they will often take responsibility for applying for this permit.

Resources

- For general guidance related to securing permits, contact Pacific Coast Farmers' Market Association, <http://www.pcfma.com>, 925-825-9090.
- For an in-depth explanation of codes that are relevant to operating Farmers Markets **in California**, see: <http://www.cafarmersmarkets.com/legislation> & http://www.ccdeh.com/commttee/food/documents/Guidelines/Certified_Farmers_Markets.pdf

Food Stamps

There are two federal food stamp programs that can be implemented at farmers' markets. The U.S. Department of Agriculture is responsible for oversight of these programs, but they are implemented primarily by state agencies, such as the Department of Health or Department of Agriculture. These programs are:

1. *WIC Farmers' Market Nutrition Program (FMNP)* – Women, infants (over 4 months old) and children who have been certified to receive WIC program benefits or who are on a waiting list for WIC certification are eligible to participate in the FMNP. These program participants can purchase a variety of fresh, nutritious, unprepared, locally grown fruits, vegetables and herbs with FMNP coupons. Each State agency develops a list of the produce that can be purchased with FMNP coupons and is responsible for authorizing individual farmers, farmers' markets, or roadside stands. Only farmers, farmers' markets, and roadside stands authorized by the State agency may accept and redeem FMNP coupons. Eligible WIC participants are issued FMNP coupons in addition to their regular WIC food instruments. When these coupons are used, the farmers, farmers' markets or roadside stands then submit the coupons to the bank or State agency for reimbursement. For more information on the FMNP program, visit: <http://www.fns.usda.gov/wic/FMNP/FMNPfaqs.htm>. The FMNP contact person for each State agency can be found at: <http://www.fns.usda.gov/wic/Contacts/farm.htm>
2. *Senior Farmers' Market Nutrition Program (SFMNP)* - Low-income seniors, generally defined as individuals who are at least 60 years old and who have household incomes of not more than 185% of the federal poverty income guidelines (published each year by the Department of Health and Human Services), are the targeted recipients of SFMNP benefits. Once the SFMNP benefits have been issued to eligible seniors, they can be used to purchase fresh, nutritious, unprepared, locally grown fruits, vegetables, and herbs at authorized farmers' markets, roadside stands, and community supported agriculture programs. For more information, visit: <http://www.fns.usda.gov/wic/SeniorFMNP/SeniorFMNPoverview.htm>. The SFMNP contact person for each State agency can be found at: <http://www.fns.usda.gov/wic/SeniorFMNP/SFMNPcontacts.htm>

Electronic Benefits Transfer

The Electronic Benefits Transfer (EBT) system is an electronic system used to administer and manage food stamps. The system utilizes a card similar to a bank account debit card to process participants' purchases electronically. The cards replace the tradition paper coupons or tokens historically used by the food stamp programs. It is being piloted and implemented in many states. Utilizing wireless point-of-sale devices provided by the state's Department of Social Services, farmers' market staff can swipe a food stamp participant's Advantage Card and deduct a chosen amount from his or her account. Participants can then shop the market using market dollars or scrip equivalent to the deducted amount. Any unused scrip may be redeemed at a later date, or returned to the market manager to be credited back to the participant's Advantage Card. Farmers' markets adhere to the same rules as grocery stores when it comes to what products are eligible for purchase with the EBT card. Most items found at farmers' markets are allowable

purchases according to U.S. Department of Agriculture guidelines. EBT may be used to purchase fruits, vegetables, eggs, and bread as well as plants that produce food.

One of the challenges with implementing the EBT system is that farmers' markets and other outdoor food markets and produce stands do not always have the electricity and phone lines needed for all eligible food vendors to deal with electronic benefit transfers. Therefore, many such markets allow all eligible food vendors to sell eligible food products to EBT cardholders by setting up a Central Point of Sale (POS) Device to sell market scrip to customers, who can then shop in the market with the scrip. This system requires the market management to become authorized to accept EBT food benefits and to organize and promote the use of EBT cards at the market.

How to get started

1. Farmers' markets associations often can arrange for EBT on behalf of all the farmers at a market, making it unnecessary for each farmer to be authorized to participate in the programs.
2. If you are not working with a farmers' market association, contact the FMNP and/or SFMNP representative for your state (see URLs above) to find out if your market qualifies and what your market needs to do to participate. You may also want to find out what other farmers' markets in your state have done to participate in these programs.

Resources

- For more information on EBT, visit:
 - <http://www.fns.usda.gov/fsp/ebt/> for general information
 - <http://www.ecologycenter.org/ebt/index.html> for detailed information on California's EBT programs and resources
 - <http://www.oregonfarmersmarkets.org/cust/Debit%20Food%20Stamp%20Program.html> for detailed information on Oregon's EBT resources

Farmers’ Market-Based Healthy Eating Interventions

The farmers’ market patron survey conducted in the summer of 2005 provided us with patrons’ feedback about information and services that are desired at farmers’ markets. This feedback points to some exciting opportunities to leverage the clinical expertise at our Kaiser Permanente facilities to impact the health of our communities, and to actively engage our members around healthy eating. For example, health educators and registered dietitians provide patrons with personalized advice about healthy eating and active living at “Ask a Registered Dietitian” booths at the Denver (CO) and Northwest (OR) markets. A number of markets, including Santa Teresa, Baldwin Park, Atlanta, Denver, and two markets in Hawaii, provide cooking demonstrations on-site. Hands-on cooking classes are provided through the Atlanta (GA), Baldwin Park (CA), and South Bay (CA) facilities. Registered dietitians and chefs have teamed up in Georgia to create their very own cookbook, *The Art of Healthy Cooking*. These activities provide a wide spectrum of guidance to patrons around how to eat healthy – from what to buy at the farmers’ market to how to prepare that produce in their own homes.

Some of the programs are described in detail below. We hope that facilities will consider partnering with health education departments to incorporate healthy eating interventions into their markets. We also encourage facilities to conduct focus groups and collect other data to understand what resources patrons would like to see provided, and what patrons see as critical barriers to eating healthier.

	Target Audience(s)	Intended Outcome(s)	Major Components of Curriculum/Intervention	Partners	Resource Needs/Cost	Resources that can be shared	Other Details	Contact
Hawaii & Gros Bonnet Culinary Academy Partnership	All participants that attend the market: staff, patients, students from nearby school, seniors in our community	Increase knowledge of the “How To” make healthy & delicious dishes that usually uses at least one product from the market	Healthy cooking demos every 2 nd Friday of month, two 30-minute seatings at 9:30 am & 12 noon. Free samples are provided; demo is broadcasted live on a partner radio station	Gros Bonnet Culinary Academy	Cost includes: ingredients, (40) samples & chef’s time- approximate cost is less than \$75/month	Recipes from demo (sent out through weekly eNewsletter)	Cooking demo at one site only for 14 months; will extend demos to other sites in 2006	Ashlyn Izumo, Lifestyle Program, Phone: 808-432-2270
Santa Teresa’s Cookin’ The Market demonstrations	Staff and members old enough to cook	Encourage the use of locally grown fruits and vegetables	Healthy recipes, healthy cooking, and sampling	KP Registered Dietitians and PCFMA	Demonstration kitchen was purchased for use by Pacific Coast	Recipes available	Started in May 2005; demos last 30 minutes, and there are 2 during	Elizabeth Bailey, Food & Nutrition Services

	Target Audience(s)	Intended Outcome(s)	Major Components of Curriculum/Intervention	Partners	Resource Needs/Cost	Resources that can be shared	Other Details	Contact
		in everyday cooking; encourage healthy cooking and eating			Farmers' Market Assn. and KP		the lunch hour. It is a great way for dietitians to get the message out about the importance of healthy eating.	Manager, Phone: 408-972-7405
Baldwin Park: Moveable Feast's Nutrition in the Community Garden Program	4 th grade elementary school students	Increasing physical activity, nutrition education and healthy food preparation skills to reduce youth obesity and increase enjoyment of good health over a lifetime	Students plant, weed, harvest garden each month, then prepare healthy recipes with harvested goods. Gardening and food preparation are led by gardening teacher and program director/dietetic intern from Cal State Univ. LA. This year, "Guest Chef" component added; community representatives give food preparation demonstrations, serve as role models, and talk about possible career paths.	Moveable Feast, Baldwin Park Unified School District, City of Baldwin Park, Cal State Univ. LA.	KP purchased "food cart" which has all necessary cooking utensils and mini-range for food preparation.	Cookbook containing recipes, nutritional information, student testimonials, artwork	Started in Nov 2003 in 2 classrooms, has spread to 6 classes in 3 schools (approx. 220 students). Baldwin Park Community Garden is the site used.	Reyna Del Haro, Public Affairs Director, Phone: 626-851-5211
Kaiser Permanente South Bay's Cooking Classes <i>This facility does not yet have a farmers' market, but has developed an extensive curriculum for cooking classes with different audiences.</i>	4 different groups: 1) 8-12 yrs 2) 13-18 yrs 3) middle age adults 4) seniors	Prepare easy, healthy recipes for breakfast, lunch, dinner and snacks to increase intake of fruits, vegetables, lean protein, dairy and whole grains for prevention of obesity and nutrition related	The class series consist of 4 sessions: 1 hr/wk/month. The one hour session consists of : 1) 10 minute nutrition education 2) 30 minutes of prepping and cooking demonstration with attendee participation 3) 15 minute food tasting 4) 5 minutes clean up	DA Public Affairs, ADA Food & Nutrition Services, YMCA's Total Health Coordinator, Customer Service Director as Cooking instructor, Nutrition	KP provided a grant for a cooking cart and equipment. Staffing time costs are variable (some are paid, some are volunteer hours)	Recipes, class curricula, nutrition education tools	Program was implemented in August 2005 and needs to be evaluated, but we already have requests to replicate these classes for 175 directors and teachers of childcare sites, as well as for Exxon and Moog	Lucila Santos, Asst. Director, Patient Care Services, Phone: 310-517-2282

	Target Audience(s)	Intended Outcome(s)	Major Components of Curriculum/Intervention	Partners	Resource Needs/Cost	Resources that can be shared	Other Details	Contact
		diseases		Educators			as part of workplace wellness programs.	
Georgia's Operation Zero Program	Children ages 8-17	Reduce to zero the risk of diabetes, high blood pressure, high cholesterol and other health issues related to being overweight.	O.Z. addresses disordered eating, how to read food labels, low-fat cooking, starting an exercise program, healthy snacks and how to order sensible meals when eating out. Group sessions are taught by a professional chef, dietician and health expert. Parental role modeling and discussion of family lifestyle behaviors and their solutions are offered. Members return every three months to a group session, where they engage in a new program of physical activity and a new nutritional or cooking oriented session. After 14 months, members graduate and a progress report is sent to their primary care practitioner upon completion of each stage of the program. BMI and other biometric measures are taken at baseline and post-intervention.	Professional chefs, KP Health Educators, Pediatricians and Primary Care Physicians	Patients pay nominal co-pay fees for some parts of program	Curricula, cookbook, interactive learning materials	O.Z. was launched in 2001 and first piloted at Southwood Medical Center and has since been adopted at eight of our twelve medical centers	Sharon Getties, Community Benefit Program Manager, Phone: 404-364-4852

APPENDICES

APPENDIX A: KP Farmers' Markets At-A-Glance *By region*

Northern California

Facility	Market Day/Time	In operation	# of vendors	Organic/Non, or Both?	Health Education?	Non-produce Vendors	Contact	Market Coordinator
Fremont	Thurs, 10a-2p	Year-round	8	All organic	None	Flowers, plants, bread, honey, beeswax/candle	Erica Padilla, 510.675.6911	PCFMA*
Fresno	Wed, 8a-1:30p	Year-round	7-8	All organic		Bakery, flowers	Jeanie Borba, 559.448.4367	Independent farmer
Hayward	Wed, 10a-2p	Year-round	6	Both	None	Flowers, plants, bread, honey, beeswax/candle	Erica Padilla, 510.675.6911	PCFMA
Oakland	Fri, 10a-2p	Year-round	6-7	All organic	Table with materials	Flowers, bread, soap	Jeanne O'Reilly, 510.752.6980	PCFMA
San Francisco	Wed, 10a-2p	June-Nov	8-10	Both	Health Ed Booth	Soap, lunch food, tamales, Indian samosas, bread musicians, flowers	Andy Briggs, 415.833.2538	PCFMA
Santa Clara	Thurs, 10a-2p	Year-round	12-15	Both	Booth	Baskets, flowers, Indian food, bread	Suchitra Vaidya, 408.851.3803	PCFMA
Santa Teresa	Fri, 10a-2p	Year-round	12	All organic	Yes	Indian food, breads, hot dog, orchids, cheese, bamboo plants, honey, candles, lotions	Elizabeth Bailey, 408.972.6456 Terri Simpson-Tucker, 408.972.7405	PCFMA
Redwood City	Wed, 10a-2p	Year-round	10-14	Both	Booth	None	Stephanie Brunello, 650.299.4953	PCFMA
Richmond	Tues, 11a-2p at KP 3p-5:30p off-site	Year-round	1	All organic	None	None	Nora Norback, 510.307.2729	Ecovillage
South San Francisco	Tues, 10a-2p	Year-round	6	Both	Occasionally	Soap, flowers	Karis Coleman, 650.299.2823	PCFMA
Stockton	Tues, 8a-1:30p	May-Oct	10	Non-organic	Employee Wellness/Health Ed table	Plants/nursery, food vendors	Mary Ryan Platt, 209.476.3266 Raquel Moreno, 209.476.3266	Stockton Certified FM Assn
Union City	Tues, 10a-2p	Year-round	5-6	Both	None	Flowers, plants, bread, honey, beeswax/candle	Erica Padilla, 510.675.6911	PCFMA
Vallejo	Fri, 10a-2p	Year-round	10	Both	Not enough staffing, ad hoc basis	Soap, sausage, flowers, vinegar, bread, Indian food	Lyn Howard, 707.651.2999	PCFMA

*PCFMA=Pacific Coast Farmers' Market Association

APPENDIX A (continued): KP Farmers' Markets At-A-Glance *By region*

Southern California

Facility	Market Day/Time	In operation	# of vendors	Organic/Non, or Both?	Health Education?	Non-produce Vendors	Contact	Market Coordinator
Bakersfield (East Hill Facility)	Wed, 11a-1p	Year-round	5	Both	For special events only	Honey, pastries	Eva Ramirez, 661.334.2088	Kerns Farmers Market Association
Bakersfield (Ming Ave Facility)	Wed, 3:30p-5:30p	Year-round	5	Both	For special events only	Honey, pastries	Eva Ramirez, 661.334.2088	Kerns Farmers Market Association
Baldwin Park	Fri, 8a-1:30p	Year-round	1	Non-organic	Currently in planning	Honey, orange juice, plants, snacks	Reyna Del Haro, 626.851.5211	KP Baldwin Park & Cal Poly Pomona's Agriculture Dept.
Fontana	Every other Fri, 10a-2p	Year-round	8-10	Both	Currently in planning	Flowers, cheese, honey	Jennifer A. Resch-Silvestri 909.427.5269	Southland Farmers Market Assn
Riverside	Every other Fri, 10a-2p	Year-round	8-10	Both	Currently in planning	Flowers, cheese, honey	Jennifer A. Resch-Silvestri 909.427.5269	Southland Farmers Market Assn
West Los Angeles	Wed, 9:30a-1:30p	Year-round	7	Both	Thrive recipes cards	Honey, flowers, juice	Mesia Polar	Model Neighborhood Program, La Cienega Farmers Market

Hawaii, Northwest, Colorado, and Georgia

Facility	Market Day/Time	In operation	# of vendors	Organic/Non, or Both?	Health Education?	Non-produce Vendors	Contact	Market Coordinator
Denver, Colorado	Thurs, 10a-2p	Jun-Sept	10	Both	"Ask an RD" booth	Sandwich, pesto, salads, breads, quiche, cheese	Debra Lemke, 303.344.7246	Colorado Fresh Markets
Atlanta, Georgia	Sat, 9a -1p	May-Aug	30+	Both	None	Flowers, cheese, plants, bakery, juice, coffee, pasta, & more	Sharon Getties, 404.364.4852	Piedmont Park Conservancy
Honolulu, Hawaii	Fri, 9a-1p	Year-round	6-7	Non-organic	Recipes, brochures	Massage	Ashlyn Izumo, 808.432.2270	KP (Ashlyn)
Moanalua, Hawaii	Thurs, 10a-1p	Year-round	3	Non-organic	None	Soy meat, coffee, bread, massage, flowers	Ashlyn Izumo, 808.432.2270	KP (Ashlyn)
Nanaikeola, Hawaii	Wed, 12p-1p	Year-round	1	Organic	None	None	Kellie Takashima, 808.432.3500	KP (Kellie/Ashlyn)
Waipio, Hawaii	2nd & 4th Wed, 10a-1p	Year-round	6	Non-organic	None	Massage, soy meat, bread, orchids	Ashlyn Izumo, 808.432.2270	KP (Ashlyn)
Portland, Oregon	Wed, 3p-7p	May-Sept	20	Both	"Ask an RD" booth	Ravioli, salads, drinks, burrito, sausage	Nancy Stevens, 503.813.3828 Suzanne Briggs 503.288.0824	Independent market manager hired by market's Advisory Group

APPENDIX A (continued): KP Farmers' Markets At-A-Glance *By Day of Week*

Monday: No markets

Tuesday

Facility, State	Stockton, CA	South San Francisco, CA	Union City, CA	Richmond, CA
Hours	8a-1:30p	10a-2p	10a-2p	11a-2p at KP 3p-5:30p off-site

Wednesday

Facility, State	Fresno, CA	West Los Angeles, CA	Hayward, CA	San Francisco, CA	Redwood City, CA	Waipio, HI	Bakersfield, CA (Ming Ave)	Nanaikeola, HI	Interstate Portland, OR	Bakersfield, CA (East Hills)
Hours	8a-1:30p	9:30a-1:30p	10a-2p	10a-2p	10a-2p	2nd and 4th Wed, 10a-1p	11a-1p	12p-1p	3p-7p	3:30p-5:30p

Thursday

Facility, State	Fremont, CA	Santa Clara, CA	Denver, CO
Hours	10a-2p	10a-2p	10a-2p

Friday

Facility, State	Baldwin Park, CA	Honolulu, HI	Oakland, CA	Santa Teresa, CA	Vallejo	Fontana & Riverside
Hours	8a-1:30p	9a-1p	10a-2p	10a-2p	10a-2p	The same market alternates between locations each Friday

Saturday

Facility, State	Atlanta, GA
Hours	9a-1p

APPENDIX B: Farmers Market Contract (sample)

LICENSE AGREEMENT

Date: _____

The following provisions are an integral part of this License Agreement, and may be hereinafter supplemented.

1. **LICENSOR:** Kaiser Foundation Hospitals

ADDRESS: _____

PROPERTY MANAGER: _____
TELEPHONE NUMBER: _____
FACSIMILE: _____

2. **LICENSEE:** Pacific Coast Farmers' Market Association, a California Corporation

ADDRESS: 5046 Commercial Circle
Suite F
Concord, CA 94520

ATTENTION: John Silveira
TELEPHONE: 925-825-9090
FACSIMILE: 925-825-9101

3. **LICENSE AREA ("PREMISES"):** That "cross-hatched" space indicated on the site plan attached hereto as Exhibit A, comprising approximately 1,000 square feet of space.
4. **TERM:** The term shall be for a period of 12 months, commencing May, _____, 2003, and terminating on May _____, 2004 (unless sooner terminated as provided herein or pursuant to law).
5. **LICENSEE'S TRADE NAME:** Certified Farmers' Market (or such other trade name approved by LICENSOR).
6. **USE:** LICENSEE shall use the PREMISES solely for the operation of a Certified Farmers' Market (subject to terms and conditions as set forth herein). LICENSOR

may revoke this License at any time and terminate this License Agreement, with fourteen (14) days prior written notice to LICENSEE.

- 7. HOURS OF OPERATION:** The Premises shall be operated as a Farmers' Market every Friday (10 pm to 2 pm) ("Hours of Operation") during the term of this Agreement.
- 8. RULES AND REGULATIONS:** LICENSEE agrees to comply with all applicable laws, regulations, and orders of governmental authorities having jurisdiction, and the rules and regulations established by LICENSOR as set forth on Exhibit "B", attached hereto and made part hereof, as same may be amended by LICENSOR from time to time.
- 9. GOVERNMENTAL APPROVALS / FEES:** LICENSEE agrees it will not use or suffer or permit any person or persons to use the Premises or any part thereof for any purpose other than for a Certified Farmers Market or for any purpose in violation of the laws, ordinances, regulations and requirements of the City and County in which the Premises is situated or other lawful authorities. LICENSEE shall, at its sole cost and expense, procure all permits, licenses and approvals necessary from governmental authorities or others to permit the Premises to be used for the purposes intended herein. Should any governmental taxing authority acting under any present or future law, ordinance, or regulation, levy, assess, or impose a tax, excise and/or assessment (other than new income or franchise tax) upon or against this License, the execution hereof and/or the rentals payable by LICENSEE to LICENSOR, either by way of substitution for or in addition to any existing tax on land and buildings or otherwise, and whether or not evidenced by documentary stamps or the like, LICENSEE agrees to be responsible for and to pay such tax, excise and/or assessment, or to reimburse LICENSOR for the amount thereof, as the case may be.
- 10. MAINTENANCE OF PREMISES:** During the term hereof, the Premises and common area of the Farmers' Market within a 25' radius of the Premises shall be kept by LICENSEE in a clean and wholesome condition, free of any objectionable noises, odors or nuisances (in the sole judgment of LICENSOR) and that all health, safety and police regulations shall, in all respects and at all times, be fully complied with by the LICENSEE. If LICENSEE fails to do so, LICENSOR shall have the right to do so and LICENSEE shall reimburse LICENSOR for the cost thereof. In the event LICENSEE fails to remove any merchandise, inventory, furniture, goods, wares or other property located in or on the Premises after the Farmers' Market hours, LICENSOR may retain all such property at the Premises or dispose of such property at its sole discretion without any liability to LICENSEE.
- 11. ALTERATIONS:** LICENSOR makes no representation to LICENSEE as to the suitability of the Premises for the purposes contained herein and LICENSEE accepts the Premises in "as is" condition. LICENSOR shall have no obligation at any time

during the term of this Agreement to make any changes or repairs to or improvements of the Licensed Premises.

- 12. INDEMNIFICATION:** LICENSEE agrees that it occupies the Premises at its sole risk and shall hereby covenants and agrees to hold harmless, indemnify, and defend LICENSOR from and against any and all liability, costs (including but not limited to, costs of suit and reasonable attorney's fees incurred in our defense and/or settlement of claims) from and against all claims, demands, actions, causes of action, penalties, judgments, and liabilities of every kind and description for personal injury and/or death and damages to and/or loss of property, which claims are caused by, arise from, or grow out of LICENSEE'S use, presence, or occupancy of any of the properties being utilized by LICENSEE.
- 13. INSURANCE:** LICENSEE agrees to keep in full force and effect the entire term of this Agreement, at its cost, a policy for comprehensive general liability and property damage insurance with the combined single limit of \$1,000,000.00 (one million dollars) excess coverage umbrella insurance policy for personal injury, death and property damage. Certificates evidencing said insurance have been delivered to LICENSOR prior to the effective date of this agreement. Said policies shall name LICENSOR, as an additional insured, and shall provide that said policies may not be cancelled or be permitted to expire without the insurer giving at least fifteen (15) days prior written notice to LICENSOR as set forth in above entitled "Indemnification".
- 14. ASSIGNMENT:** LICENSEE shall have no right to assign otherwise transfer its interest in this Agreement or enter into any sublease, concession or license of the Premises.
- 15. HAZARDOUS SUBSTANCES:** LICENSEE shall not cause or allow the generation, treatment, storage, or disposal of Hazardous Substances on or near the Premises. "Hazardous Substances" shall mean (i) any hazardous substance as that term is defined in the Comprehensive Environment Response, Compensation and Liability Act ("CERCLA"), 42 U.S.C. 9601 et seq., as amended, (ii) any hazardous waste or hazardous substance as those terms are defined in any local state or Federal law, regulation and ordinance applicable to the Premises, or (iii) petroleum, including crude oil or any fraction thereof.
- 16. ATTORNEY'S FEES AND COSTS:** LICENSEE agrees that in the event that any default by it in the performance of any of the terms, conditions, or obligations of this Agreement requires the LICENSOR, in the exercise of its sole discretion, to engage the services of an attorney to enforce compliance by the LICENSEE with the terms, conditions, and obligations hereof, LICENSEE agrees to reimburse LICENSOR for any and all reasonable legal fees and expenses.
- 17. ENTIRE AGREEMENT:** This Agreement contains the entire agreement between the parties, and all prior understandings and agreements between the parties are

merged into this Agreement. This Agreement may be changed or modified only by a writing executed by the party against whom enforcement thereof is sought.

In witness whereof, the parties hereto have executed this License the day and year first above written.

LICENSOR:

By: _____
Name: _____
Title: _____

LICENSEE:

Pacific Coast Farmers' Market Association

By: _____
Name: _____
Title: _____

APPENDIX C: An A (apple) to Z (zucchini) Guide to Starting a Farmers' Market at your Kaiser Permanente Facility

Step 1 Seek Support From Facility and Service Area Leadership

Service Area Manager

Physician in Chief

Director of Hospital Operations/Operations Support Service Leaders (EVS, Materials Mgmt., Food and Nutritional Services, Security, Safety)

Administrative Team

Service Area Leadership Team

Tasks: Secure support and buy-in from appropriate Senior Leaders

Step 2 Identify Vendor/Market Coordinator

Tasks: Supply Agreement

Seek and secure appropriate permits

-County Agriculture Department

-City Police Department

-Other agencies depending on jurisdiction (health department, etc.)

Secure tools to implement food stamp program

Step 3 Work with Appropriate Internal Departments

Facilities Operations Support Department

Tasks: Identify appropriate facility location

Address any engineering issues

Address parking issues

Address security issues

Address clean-up issues

Public Affairs Department

Community & Government Relations

Tasks: Seek appropriate support from neighborhood groups and/or community groups

Identify any potential political issues, seek support from elected officials

Communications

Tasks: Generate internal publicity through newsletters, e-mail, department meeting etc.

Generate external publicity through local media outlets

Legal Department

Tasks: Review any agreements and contracts

 Upon legal review, find appropriate KFH/HP representative to sign agreement

Risk Management Department

Tasks: Review liability and insurance agreements to ensure adequate coverage for all parties

Health Education Department

Tasks: Participate in Farmer's Market, distribute appropriate health education information, and develop market-based health and nutrition programs

Other Facility Committees/Departments

Diversity Committee

Physician Wellness Committee

Concierge

Volunteers

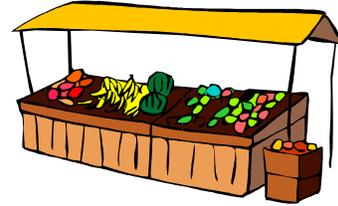
Tasks: Support and promote the Farmers' market internally

Step 4 Watch Members, Staff, and the Community Enjoy Your Farmers' Market!

APPENDIX D: Posters, Fliers, and Other Materials

Farm Fresh *Produce!*

- What:** Year-round farm stands selling locally grown produce at two Richmond locations:
Kaiser Permanente Richmond Medical Center, 901 Nevin Ave. **and**
North Richmond Missionary Baptist Church Parking Lot, 1427 Filbert, near the Center for Health in North Richmond (at corner of Filbert and Gertrude)
- When:** Every Tuesday
Kaiser 11:00 am to 2:00 pm
North Richmond 3:00 to 5:30 pm
- Why:** These farm stands are a collaborative effort of Contra Costa Public Health, Community Alliance with Family Farmers, Kaiser Permanente, Contra Costa Community Development, and EcoVillage Farm Learning Center. The project has received funding from the California Nutrition Network, the Firedoll Foundation, Kaiser Permanente Richmond Medical Center, and the Community Development Block Grant program.
- Who:** We would like **you** to join us in celebrating this new resource for healthy food, and in recognizing the partners and funders involved in this effort. **Please join us!**



For more information, please call Maria Padilla with Contra Costa Public Health at 925-313-6108.



APPENDIX D (continued)

Sample Weekly Recipe Email

From: Preston Maring, MD, APIC

Subject: Farmers' Market Update and Recipe of the Week for 6/25

Ashlyn Izumo, KP Honolulu, sent this message in an e-mail "Just a quick update. We went live this past Friday, June 18th with our Fresh Fridays here at Honolulu Clinic. After a short blessing the horn blew and history repeated itself here in Hawaii".

Here on the mainland sweet corn is finally in season and available from the Johnstons or Happy Boys. This simple salad is great to take on a Fourth of July picnic.

Sweet Corn and Tomato Salad with Cilantro

6 ears fresh corn, husked

1 1/2# plum or cherry tomatoes, cut into 1/2" cubes

1/2 cup red onion, finely chopped

1/3 cup cilantro, chopped

1/4 cup extra virgin olive oil

1 Tbsp red wine vinegar

Salt and freshly ground pepper to taste

Cook the corn in boiling salted water until just tender, about 5 minutes. Drain, cool, then cut the kernels off the cobs. In a large bowl, mix the other ingredients with the corn.

Season to taste and enjoy.

On your way to 10,000 steps per day you would get 400 steps between the main hospital entrance on MacArthur and the Mosswood building.

APPENDIX E: 2005 Evaluation Report and Tools

Kaiser Permanente's Farmers' Market Patron Survey Summary of Cross-Site Results

Introduction

In the interest of understanding the impact of Kaiser Permanente's farmers' markets on patrons and how to better provide them with the kinds of foods and services they want, Kaiser Permanente's Inter-Regional Food Steering Committee undertook an effort this summer to develop and implement a patron survey at all of Kaiser Permanente's farmers' markets. A survey instrument was developed by culling from farmers' market surveys used elsewhere, and refined with input from Kaiser Permanente's Inter-regional Community Food Workgroup, Northern California's Division of Research, and farmers' markets champions² at each Kaiser Permanente facility. The content was pre-tested and revised, and the final version was translated into Chinese and Spanish. Each market site had the option of revising the standardized survey to fit their site's needs, and to add site-specific questions.

A total of 1,238 surveys were collected between August and October at 17 of the 22 Kaiser Permanente-sponsored markets that were in existence at that time. Staff at local facilities coordinated the collection of surveys, some using "Carrot Cash" and raffle prizes as incentives for patrons to complete surveys. Most sites collected surveys on one market day; a few recruited patrons over several markets days. At sites that conducted the survey over multiple days, attempts were made to ensure that patrons were not surveyed more than once.

This summary provides some highlights of the survey results. The survey instrument and aggregate results for all survey questions are attached for reference.

Select Results

One question in the survey was designed to determine the influence the markets have on the nutrition of our patrons. Specifically, we wanted to know if shoppers have increased their consumption of fruits and vegetables because of our markets. A total of 71 percent of patrons (excluding 12 percent of the sample who were first time shoppers) across all sites reported eating at least "a little more" fruits and vegetables as a result of shopping at the market; 32 percent of all patrons reported eating "a lot more" fruits and vegetables because of the market. We were also interested in knowing if patrons have been eating a greater variety of fruits and vegetables as a result of shopping at our markets. A total of 63 percent of patrons reported eating at least "a few more kinds" of fruits and vegetables; 18 percent of all patrons reported eating "many more kinds" of fruits and vegetables.

² These champions are from a variety of departments, including Public Affairs, Community Benefit, Community Relations, Health Education, and Operations Support.

We also wanted to know who was shopping at our markets. We found that, at markets located on or near a Kaiser Permanente facility³, a total of 82 percent of shoppers were either Kaiser Permanente staff/physicians or members (53 percent staff/physicians and 29 percent members). We also wanted to know if the presence of the market affected when members would schedule their appointments. That is, what percentage of patrons tried to schedule clinic appointments on market days, presumably so that they could shop at the market? Only a subset of all self-identified members answered this question (this question was not asked at all sites and there were a large number of respondents who skipped this item), but of those who did (n=167), 47 percent said they indeed did try to make their clinic appointments on market days.

Additionally, we wanted to know if our patrons wanted other services and information at the markets. 61 percent of all patrons told us they would be interested in recipes that used the produce that was available at the market, 35 percent said they would like general health and wellness information, and 32 percent reported that they would like on-site consultations about food and diet with a dietitian or health educator.

Finally, the survey showed that taste, cost, and how the produce looks are factors that a majority of patrons consider when choosing fruits and vegetables to purchase. Eighty seven percent of patrons think that taste is “very important”, 66 percent believe that looks are “very important”, and 55 percent think that cost is “very important”. Factors related to sustainable agriculture, such as how the food was grown (i.e. with or without pesticides), and where it was grown (i.e. locally or not) are of secondary importance to patrons. Fifty percent of patrons believe that how the food was grown is “very important” and 42 percent believe that where the food was grown is “very important”.

Implications

The survey results show some important areas of strengths of our markets. First, although we should interpret self-reported behavior change with some caution, with more than half of our patrons reporting an increase in both *the amount* and in *the variety* of fruits and vegetables consumed, the data suggest that our markets are helping our shoppers eat healthier. Kaiser Permanente markets appear to be a convenient and accessible source of healthy food for many of patrons, and this increased convenience appears to result in improved nutrition for those who shop at the markets. Additionally, it is noteworthy that close to half of Kaiser Permanente members are trying to schedule their clinic appointments so that they can shop at the market. This is a further indication of the value members see in the markets.

The survey results also indicate some opportunities for growth for all the markets. First, there is an opportunity to increase the number of shoppers from the local community at our markets. As stated above, 82 percent of patrons are Kaiser Permanente physicians, staff, or members. We note that many of our Kaiser Permanente members live in the communities surrounding our facilities, so our markets are serving a significant portion of our communities. However, it may still be worthwhile to explore ways in which our markets could become a more significant source of fresh fruits and vegetables to community members not affiliated with Kaiser Permanente. For example, since market location and hours are two critical variables related to attracting

³ A few markets are located off-site.

community residents, outreach strategies might include developing satellite markets and mobile markets. These strategies can provide produce in areas where greater access to fresh fruits and vegetables is needed and during times convenient for community members to shop. For example, Richmond Medical Center partners with a local community-based organization that sells produce from a farm stand in front of the hospital in the morning. The produce is then packed up and transported by van to another part of Richmond to be sold later that day. At the Interstate Farmers' Market in North Portland, the market is located along a busy light rail line and in close proximity to dense residential neighborhoods.

Additionally, feedback about information and services that are desired points to some exciting opportunities to leverage the clinical expertise at our Kaiser Permanente facilities to impact the health of our communities, and to actively engage our members around healthy eating. For example, health educators and registered dietitians provide patrons with personalized advice about healthy eating and active living at "Ask a Registered Dietitian" booths at the Denver (CO) and Northwest (OR) markets. A number of markets, including Santa Teresa, Baldwin Park, Atlanta, Denver, and two markets in Hawaii, provide cooking demonstrations on-site. Hands-on cooking classes are provided through the Atlanta (GA), Baldwin Park (CA), and South Bay (CA) facilities. These activities provide a wide spectrum of guidance to patrons around how to eat healthy – from what to buy at the farmers' market to how to prepare that produce in their own homes. All of these models can be shared across all sites, and facilities can conduct focus groups and collect other data to further understand what resources current and future market patrons would like to see provided, and what our patrons see as critical barriers to eating healthier.

Conclusion

In the interest of keeping the survey short, we did not ask specifically about what patrons appreciated or liked about the markets. However, patrons were asked for general comments, and it is clear from the feedback received that the markets are positively impacting the lives of those in our communities. A few examples are provided here:

"I have tried fruits & veggies that I have never seen before!"

"The market brings much needed vitality and healthy choices to Kaiser and the neighborhood! Thanks!"

"This farmer's market is a great idea! I bought a peach for my doctor, and I'll be buying some fruits and vegetables for my family after my appointment. Thanks! I will try to schedule for Wednesdays [market day] in the future if possible."

"Thank you for worrying about our health."

We hope that the results from this survey and the suggestions that are provided in this summary offer some ideas for how Kaiser Permanente's farmers' markets can continue to grow and improve, making them places where people can access fresh, healthy foods that will help them eat better and live healthier.



Please take a few minutes to do this survey. Your information will help us learn about the people coming to our Farmers' Market and what kinds of foods and services they want.

1a. Which of the following describes you: (You may check more than one answer)

- Kaiser Permanente physician/staff
- Live or work in this neighborhood
- Kaiser Permanente member
- Other: _____



1b. If you are a Kaiser member, do you sometimes try to schedule clinic appointments on market days so you can come to the market? Yes No

2. How important is each of the following in choosing which fruits and vegetables to buy?

(Check a box for each factor)

	<u>Very Important</u>	<u>Important</u>	<u>Not Important</u>
a. How the food <u>tastes</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. How the food <u>looks</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. How the food <u>was grown</u> (organic or pesticide-free vs. using pesticides)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. <u>Where</u> the food was grown (local farm vs. not locally grown).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. How much the food <u>costs</u>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Other important factors: _____			

3. As a result of your shopping at this Farmers' Market, have you been eating more fruits and/or vegetables than before you started to shop here?

- No change
- A lot more fruits/vegetables
- A little more fruits/vegetables
- This is my first time at this market

4. As a result of shopping at this Farmers' Market, have you been eating more different kinds of fruits and/or vegetables than before you started to shop here?

- No change
- A few more kinds
- Many more kinds
- This is my first time at this market

5. Would you be interested in receiving any of the following types of information from Kaiser at this Farmers' Market: (You may check more than one answer)

- Recipes that use the fresh fruits and vegetables at the market
- General health and wellness information
- Advice about foods and diet from a dietitian or health educator
- Other (describe): _____

Optional:

6. What is your age? 17-24 25-34 35-44 45-64 65 or over

7. Are you: Male Female

8. What best describes your race or ethnicity? (You may check more than one)

- African-American or other Black
- Pacific Islander, Native Hawaiian
- Asian, Asian-American
- White, Euro-American
- Latino, Hispanic, Latino-American
- Other: _____

Comments: _____

Farmers' Market Patron Survey Results for All Sites Number of surveys collected=1,238

Note: All Sites percentages include data from 17 markets unless otherwise noted

A. Patron information

<i>Shopper type</i> ⁴	<i>All Sites %</i> ⁵
Kaiser Permanente Staff	53.19
Member	29.19
Live/work in neighborhood	11.07
Other	6.54
<i>Schedule appointments on market days (Kaiser Permanente members only)</i> ⁶	<i>All Sites %</i>
Yes	46.71
<i>Age</i>	<i>All Sites %</i>
17-24	6.20
25-34	17.50
35-44	22.09
45-65	42.91
65+	11.30
<i>Sex</i>	<i>All Sites %</i>
Female	79.31
Male	20.69
<i>Race/Ethnicity</i>	<i>All Sites %</i>
African American	11.05
Latino/Hispanic	20.96
Asian American	19.90
Pacific Islander/ Native Hawaiian	10.48
White	35.74
Other	1.87

⁴ People who checked multiple boxes were assigned as follows: If checked KPSTAFF and OTHER, they were assigned to KPSTAFF; If checked KPMEMBER and OTHER NON-KPSTAFF, assigned to KPMEMBER.

⁵ Does not include the KP Atlanta market, which did not record the number of KP staff and members.

⁶ Across all sites, of the 312 self-identified KP members, only 167 responded to this question.

ACKNOWLEDGEMENTS

This resource would not have been possible without the input and guidance of the following individuals whose willingness to openly share their KP farmers' market best practices and implementation challenges served as the basis for the information presented in this guide—

Andy Briggs, San Francisco Medical Center
Ashlyn Izumo, Honolulu Medical Center
Dr. Preston Maring, Oakland Medical Center
Nora Norback, MPH, RD, CDE, Richmond Medical Center
John Silveira, Pacific Coast Farmers Market Association
Terri Simpson-Tucker, Santa Teresa Medical Center
Kellie MO Takashima, Nanaikeola Clinic
Suchitra B. Vaidya, MA, MPH, Santa Clara Medical Center
Gail Wadsworth, Community Alliance with Family Farmers

We would also like to offer a special thanks to Jennifer Scanlon, who developed much of the initial resource material we drew upon for this guide, to Suzanne Briggs, who developed much of the material on food stamps, and to Emily Cheung for her work on the first edition of this document.