

# Food and Drink Strategy

2025-2030



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# FOREWORD

I am pleased to introduce our updated Food and Drink Strategy, which builds upon our previous strategy. It sets out our ambitions for the next five years to provide high-quality, nutritious food and drink to our patients, staff, and visitors.

The link between what we eat and drink and our health is vital at every stage of life, but never more so than when people are unwell and in our care. We are committed to meeting the nutrition and hydration needs of our patients, and a huge amount of work has already been undertaken to achieve this.

Leeds Teaching Hospitals continually strives for excellence in the delivery of nutrition and hydration care. By supporting recovery, optimising health outcomes, and enhancing patient experience, we ensure all patients across our communities receive care that truly promotes healthier living.

It is essential that we identify patients at risk of malnutrition and dehydration and provide them with appropriate interventions and support. We must look beyond a patient's medical condition and consider how nutrition and hydration impact their overall care and outcomes.

This strategy emphasises the need to continue improving the nutritional care we provide. It also outlines our ambition to further enhance the food and drink available to outpatients, visitors, and staff, with the aim of making every contact a positive and personal experience. By doing so, we will enrich the health and wellbeing of our patients and provide support to help everyone make healthier choices.

**Beverley Geary,**  
Chief Nurse



# ABOUT US

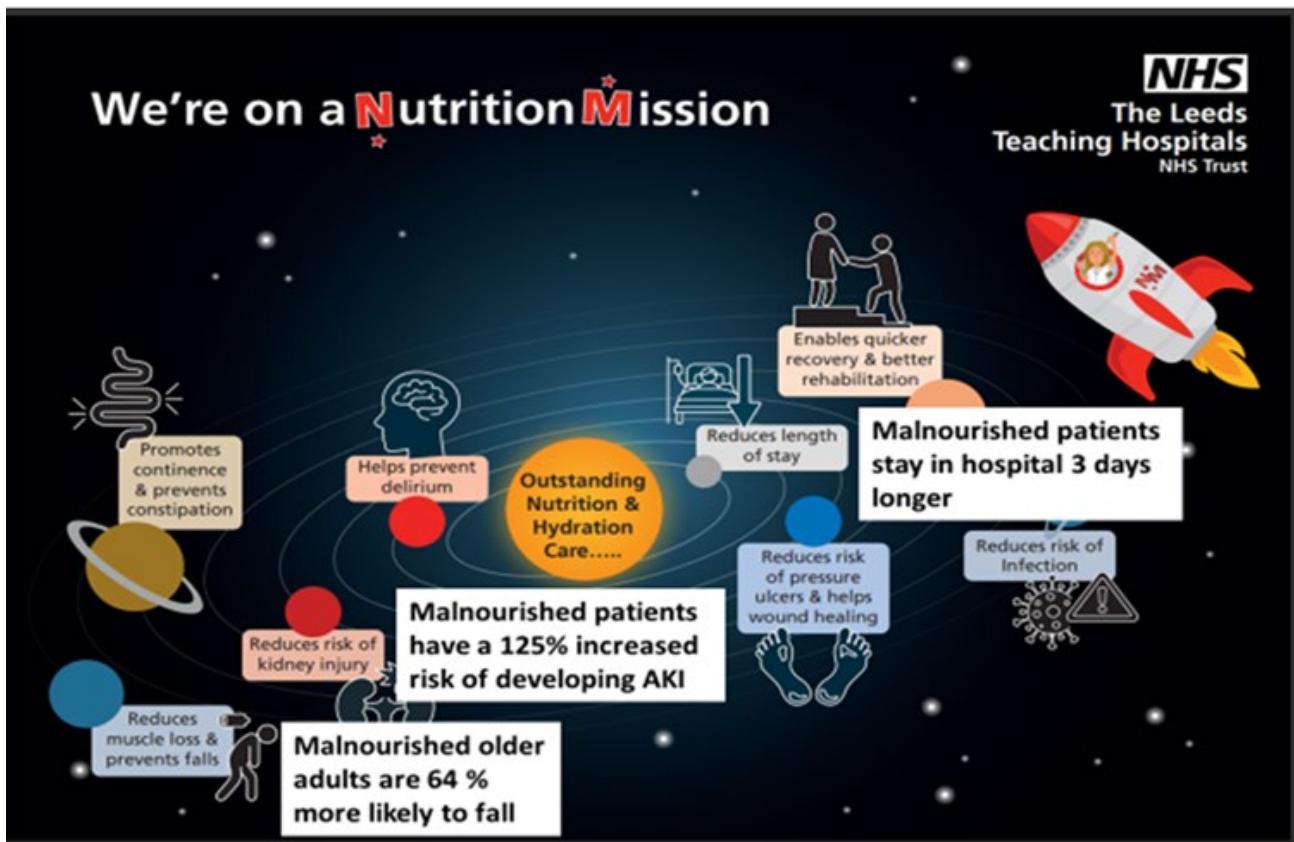
Leeds Teaching Hospitals NHS Trust is one of the largest teaching hospitals in Europe. We are a regional and national centre for specialist treatment, a renowned biomedical research facility, and the local hospital for the Leeds community.

The Trust incorporates Leeds General Infirmary, St James's Hospital, Leeds Children's Hospital, Wharfedale Hospital, Chapel Allerton Hospital, Leeds Dental Institute and Seacroft Hospital. Each year we treat 1.5 million patients, including more than 200,000 emergency cases.

We spend £1.94 billion of NHS funding on caring for patients in Leeds, providing specialised services for people across Yorkshire and Humber, and delivering national services. As one of the city's largest employers, with more than 20,000 staff, we increasingly use our economic and social influence to improve the health and wellbeing of our community. We also work with academia and industry to play a leading role in education, research and innovation.

Our strength lies in our talented, committed and compassionate staff, who strive every day to provide the best care for our patients. Our role as leaders is to create the right culture and environment for them to thrive. This Food and Drink Strategy shows how we are achieving this at Leeds — by driving evidence-based quality improvement, enhancing nutrition and hydration, and delivering the best possible outcomes for patients.





*Note above:- The nutrition Mission proposed journey and benefits*

## CONTEXT

Food and drink have a significant impact on our health — from how they are grown, produced, transported, procured, cooked, and consumed. For most patients, nutritional and hydration needs while in hospital are met through the provision of regular food and drinks. Some patients also require oral nutritional supplements or texture-modified meals and drinks to ensure their nutritional and swallowing needs are fully addressed. Adequate hydration is also essential to help prevent and treat conditions such as pressure ulcers, urinary tract infections, and acute kidney injury.

In 2022, NHS England introduced the National Standards for Healthcare Food and Drink to guide healthcare services in delivering food of the highest quality and nutritional value for patients, staff, and visitors. We continue to evolve our services across all eight standards while also setting an ambitious agenda for the next five years.

## The Key Standards are:

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

We aim to provide a personalised experience for every patient by ensuring that the food and drink we serve is high quality, meets individual needs, and that the dining experience is consistently positive. Some patients are unable to eat or drink and may require complex therapeutic treatments and care plans developed by specialist medical, nursing and allied health professionals.

The quality and range of our patient meals and beverages are monitored through the annual Patient-Led Assessments of the Care Environment (PLACE) survey. This includes a detailed evaluation of the taste, flavour, and presentation of hospital food, carried out by patient assessors.

## Our Achievements 2019-2024

Our previous Food and Drink Strategy (2019–2021) focused on three priority areas recommended by the Independent Hospital Food Standards Panel, established by the Department of Health and Social Care:

1. Meeting the nutrition and hydration needs of patients
2. Providing healthier options across the hospital community
3. Ensuring sustainable procurement of food and catering services



Over the last five years, we have built on these priorities and made significant progress. Leeds Teaching Hospitals now serves around 2.3 million meals each year, offering patients a wide range of nutritious food to meet their therapeutic, cultural and personal preferences. In addition to a two-week rotating core menu, our offer includes:

- A&E menu
- African & Caribbean menu
- Beverage menu
- Children's alternative menu
- Easy chew Level 7a menu
- Finger food menu
- Gluten free menu
- GvHD menu
- High energy snack menu
- Ketogenic menu
- Kosher menu
- Low allergen menu
- Multi-cultural menu
- Short stay menu
- Texture modified Level 3, 4, 5, 6 menu
- Vegan menu

## Patients

In 2023 we launched Nutrition Mission – a collaborative, multi-disciplinary approach to nutrition and hydration care, giving staff the tools and confidence to deliver excellent care through five key focus areas.

### Key achievements include:

- Sustained improvements in ward metrics relating to nutrition and hydration.
- Ward staff pledging and acting to improve patients' nutrition and hydration care.
- A Nutrition Mission Accreditation scheme, with increasing numbers of areas achieving bronze and silver status.
- A pilot to standardise cups and beakers for more accurate fluid balance monitoring, now rolled out trust-wide.
- Improvements to meal systems for long-stay patients in the Emergency Department.
- Use of patient engagement, satisfaction data, incidents and thematic reviews to inform changes.
- Annual participation in Nutrition and Hydration Week, used as a catalyst to raise awareness, share quality improvement projects, launch new menus, and run swallowing awareness campaigns.

Clinical Service Units have driven forward local quality improvement projects. A notable example is the "Empty plates not empty tummies" mealtime service from J15 (Specialised Integrated Medicine), an award-winning project now being rolled out across the Trust.

### Other highlights include:

- A Weight Matters group embedding improved education on weight monitoring into nursing programmes.
- A pilot introducing decaffeinated drinks as the default, reducing falls and pressure damage for enhanced care patients.
- Development of children's missed meal boxes, tailored to age and dietary requirements.
- Expansion of "Made in Leeds" patient dishes, such as hot puddings and main courses.
- Participation in national campaigns including Sit up, get dressed, keep moving and John's Campaign.
- Delivery of a new Patient Catering Strategy – "A flexible, sustainable and hybrid service" – now recognised nationally as an exemplar.
- Collaboration with community partners to introduce sustainable protocols for prescribing nutritional products, improving safety, cost-effectiveness, and responsiveness to patients' cultural and therapeutic needs.



## Staff and visitors

Since 2020, retail catering has been provided by Elior (Trust-wide) and Compass (St James's only).

Elior were awarded the contract after committing to provide a high-quality, value-for-money service to a broad customer base, while ensuring healthy, CQUIN-compliant food options. To strengthen services they:

- Appointed a Development Chef and additional chefs to raise craft skills and champion fresh food.
- Introduced new supervisory roles to ensure consistent systems, processes and customer service.

Elior provide a wide and varied selection of food and beverages to reflect the Trust's diverse staff, patient and visitor community, with authentic Yorkshire, British and international menus. Healthy eating is promoted via the Eatuitive Programme, which displays nutritional information on all products. Menus are refreshed regularly, tariffs are reviewed, and NHS staff benefit from 20% discount on hot food and 10% on hot drinks.

### They operate:

- Two large Eatwell restaurants (St James's and LGI)
- One street food outlet (Streat Shack) at St James's
- Three coffee shops (LGI, Wharfedale and Chapel Allerton)
- Two further shops with coffee provision at Seacroft Hospital and Brotherton Wing (LGI)

### Compass Group provide a range of branded outlets across St James's University Hospital:

- Marks and Spencer Simply Food – including in-store bakery and self-service coffee.
- Costa Coffee – hand-crafted hot and cold drinks, sandwiches, wraps, pastries and sweet treats.
- Proper Cornish – authentic Cornish pasties, sandwiches, jacket potatoes, snacks and drinks.
- Amigo and Market Express – pre-prepared drinks, snacks and light lunches, with Costa-branded express machines.

### Other staff and visitor achievements include:

- Introduction of apps for ordering, payment, click-and-collect and loyalty schemes, reducing queues and improving engagement.
- Rollout of kiosks for pre-ordering, with around 40% of orders now placed this way.
- Carbon labelling with traffic-light ratings on meals.
- Consistent high standards of food safety (all outlets rated 5 stars).
- Elior outlet refurbishments and rebrands, creating modern, welcoming spaces and making use of outdoor areas.
- Major refurbishments in 2024 at Costa Gledhow, Market Fresh Bexley and M&S, introducing new equipment, seating, bakery and coffee facilities, enhanced graphics and digital displays.
- Use of real-time feedback technology (Serve First) to monitor customer satisfaction and motivate staff.
- Adoption of Too Good to Go, saving 3,756 meals from landfill and preventing 10.13 metric tonnes of CO<sub>2</sub> emissions, while tackling food poverty locally.
- Introduction of frozen and smart vending machines, increasing 24/7 food access.
- M&S system improvements – Bakewell app, scanning technology and priority pick systems, reducing waste and ensuring shelves remain stocked.

### Sustainability

Sustainability remains a Trust priority as part of the **Greener Care Programme**.

#### Achievements include:

- Removal of processed foods, reduced meat options and expansion of plant-based dishes.
- Segregation of food waste for anaerobic digestion.
- Replacement of single-use foils with reusable alternatives, and introduction of biodegradable sandwich packaging.
- Embedding sustainability criteria into all supplier tenders and contracts.
- Making surplus food available to staff and visitors via Too Good to Go.

# OUR STRATEGY

The strategy document sets out our ambitions for each priority over a 5-year period, which are supported by key actions.

*'Every hospital has a responsibility to provide the highest level of care possible for their patients and this, without question, includes the quality and nutritional value of the food that is served and eaten.'*

(The Hospital Food Standard's Panel, 2014)

The Leeds Teaching Hospitals Food and Drink Strategy has been co-produced by staff from across multiple disciplines, including:

- Public Health (LTHT)
- Dietetics
- Estates and Facilities
- Nursing
- Public Health (Leeds City Council)
- Patient Experience
- Staff Health and Wellbeing
- Maternity

It has also been informed by:

- NHS national healthcare Food and Drink standards 2022
- Health Equity and Public Health Strategy
- LTHT Staff Health and Wellbeing Strategy
- The Green Plan
- LTHT Nutrition and Hydration Care Steering Group Action Plan
- LTHT Catering Strategy
- LTHT Food and Drink Policy

## Strategic Alignment

To support delivery of this five-year strategy, we have aligned our priorities with the Trust's overarching goals, which include:

- Delivering fit-for-purpose healthcare
- Achieving top quartile healthcare performance
- Delivering a sustainable surplus by becoming the most efficient teaching hospital
- Embedding a culture of service improvement and innovation
- Being a leading academic healthcare institution
- Building a consistent, high-performing and sustainable workforce
- Providing person-centred care in the most appropriate setting

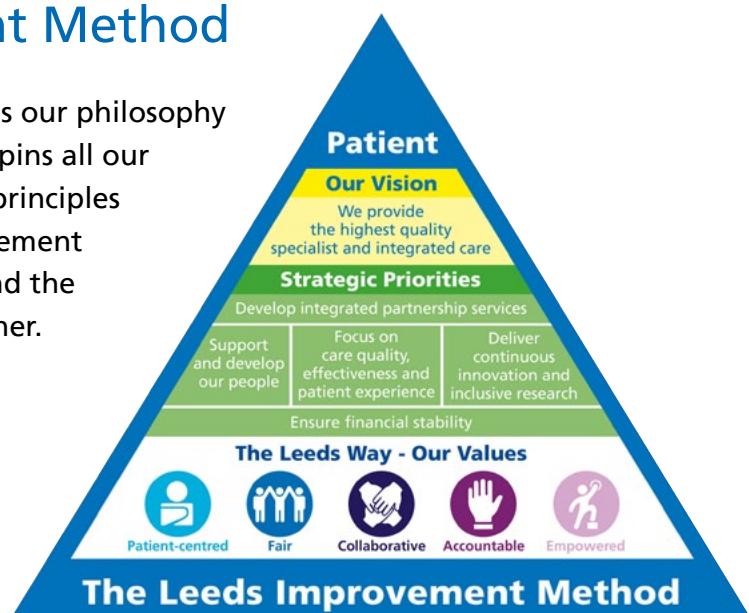
Annual commitments, refreshed each year, ensure that in-year priorities are met. These are available on our [website](#)

## The Leeds Way

The Leeds Way is what we stand for and what we want to achieve. It is how we do things around here and what makes Leeds Teaching Hospitals different to other organisations. The Leeds Way is described in our strategic triangle; it encompasses our ambition through our vision and strategic priorities and our culture through our values, as created by our staff. It sets out what our stakeholders can expect from us as a Trust.

## The Leeds Improvement Method

The Leeds Improvement Method (LIM) is our philosophy of continuous improvement that underpins all our organisational strategies. It brings the principles of daily management methods, improvement methodology, respectful behaviours, and the removal of waste from processes together.



## Our strategy framework

This strategy forms part of a wider suite of strategies that support the Trust in achieving its overarching vision. At the centre of this is the Trust's corporate strategy, supported by three core strategies and 11 enabling strategies. This framework ensures that our plans align and are updated to reflect the overall Trust direction.

At the heart of our priorities is the understanding that a balanced diet is essential for health and wellbeing (NHS England, 2015b). Poor nutrition can have damaging effects across physical and mental health (Foad, D, 2022). Malnutrition is a serious condition that can occur when a person's diet does not contain the correct nutrients, or when someone does not have enough to eat (BDA, 2019).

The Eatwell Guide is a government policy tool that sets out national recommendations on healthy eating and achieving a balanced diet (NHS, 2022). Alternative versions are available to reflect cultural differences, ensuring it is inclusive and relevant for diverse communities.

We will ensure that patients who are nutritionally well are offered food that meets their dietary requirements, in line with the Eatwell Guide. For patients who are nutritionally vulnerable and require additional support, the Eatwell Guide will be adapted to meet their needs, taking account of different patient groups and therapeutic requirements.

## Priorities for 2025-2030

Over the next five years, four priorities will guide our work and help us deliver on the Trust's strategic goals:

1. To meet the nutrition and hydration needs of patients cared for in our Trust
2. To ensure consistent delivery of mealtimes, meeting the needs of all patients cared for in our Trust
3. To promote healthier eating across the hospital for visitors and staff, ensuring value for money and accessibility for all
4. To reduce nutrition-related health inequalities

Progress against these priorities will be overseen by the Nutrition and Hydration Care Steering Group (N&HCSG), through assurance reports and monitoring of compliance against Trust metrics.

# PRIORITY 1

## To meet the Nutrition and Hydration Needs of Patients

Eating and drinking well is important during a patient's stay in hospital as good nutrition and hydration aids treatment, rehabilitation and reduces the risk of re-admittance. If a patient's appetite is poor and/or they have lost weight unintentionally, they may be at risk of malnutrition which can lead to complications such as infections, falls, pressure ulcers or infection. These harms can result in an increased length of hospital stay.

Providing individualised nutritional care and treatment relies on identifying a patient's nutritional risk, a patient's individual nutritional needs (dietary preferences, cultural, therapeutic, assistance) and having the right food (nutrition and hydration) and care available to meet those needs.

### Priority Aims:

- Improve accuracy and reliability of nutritional risk screening and monitoring
- To provide outstanding nutritional care, with the absolute best range of nutritional choice meals ensuring we meet the British Dietetic Association (BDA) Digest guidelines (REF)
- To improve the digital accessibility and clarity of patient menus so that patients, carers and staff can easily understand the options available, supporting independent patient choice that meets individual needs
- To ensure that all Trust staff clearly understand the range of menus and systems that are available, along with the promotion of the importance of nutrition and hydration

### Key Actions:

#### Priority 1.1

- Revise the Nutritional Screening Tool and Nursing assessment platform enabling the improved identification of each patient's nutritional risk, their nutrition and hydration requirements and robust referral pathways to relevant services.
- To monitor whether patients' nutritional needs are being met through regular weight recording with appropriate scales, alongside other clinical indicators, recognising that weight alone does not fully demonstrate nutritional benefit
- Develop and digitise food record and fluid balance charts to support accurate recording to enable better nutritional assessment monitor progress with care planning

## Priority 1.2

- Ensure ward based nutritional care plan for patients at medium and high nutritional risk is initiated before referring to dietetics
- Undertake digital improvements to the Nursing Assessment (NA) platform to improve quality of care, including a more robust referral process to relevant services (e.g. Speech and Language Therapy and Dietetics), and clearer identification of patients' dietary needs, including preferences, allergies and fluid requirements
- Ensure nutritious meals, snacks and drinks are available to all patients, with support provided where needed to help them eat and drink safely.
- Continue to meet the BDA Digest guidelines.,
- The Trust will continue to publish an independent dietetic capacity report for all menus on an annual basis, ensuring they remain up to date and compliant with standards
- Revise the Trust dysphagia policy, to include development of the dysphagia care plan give, clear responsibilities of delivery. And supports swallow awareness training for all staff groups to become part of Priority Training needs.
- Ensure timely referral of patients to dietetic services if indicated and to speech and language colleagues if there are any swallowing difficulties which may require texture modified food and fluids
- Support the patient catering strategy encouraging more locally produced and sourced "Made in Leeds" products whilst enhancing the presentation of finished meals ready for our patient consumption
- Formalise a system for patients to access adequate nutrition and hydration if waiting more than six hours in assessment areas, the Post Anaesthesia Care Unit (PACU), or the Emergency Department (ED)
- Ensure no patient misses a meal unnecessarily by improving and increasing the uptake of the Missed Meal service using regular promotion of the service to staff and patients and expand the hot missed meal option to further areas of the trust, in addition to current ED provision
- Provide access to drinking water in all outpatient areas
- Develop a menu that is financially sustainable and meets the needs of nutritionally vulnerable patient groups e.g. low fibre menu and menu coding to be compliant with revised BDA standards
- Promote decaffeinated hot drinks first which helps support the reduction of falls for our most vulnerable patients
- Incorporate enteral feeding care practices into nutrition mission objectives

## Priority 1.3

- Digitise nutritional care documentation and electronic menu ordering system (EMO) including linking the two systems
- Ensure that each individual patient meal requirements is digitally recorded within the EMO system to support safe choice of meals.
- Ensure all menus, whether digital or paper, are inclusive and meet Accessible Information Standards (e.g. easy-read or picture formats)

## Priority 1.4

- Ensure relevant staff groups receive nutritional education appropriate to their role and at the correct frequency – e.g. nursing staff every three years, ward housekeeping annually, and medical staff as part of ongoing professional development – with a focus on provision of menus to meet special dietary and cultural requirements
- For medical staff, education will focus on raising awareness of the suitability of prescribable products to meet special dietary, ethical and cultural requirements
- Use national Nutrition and Hydration Week alongside targeted nutrition mission events to promote good mealtime practice and all the different menus available
- Review nutrition/hydration training packages regularly, working with colleagues in the wider Leeds healthcare organisation to promote good nutritional care and understanding of menu availability. - links to first bullet
- Improved awareness/use of missed meal processes

# PRIORITY 2

## To ensure consistent delivery at all mealtimes that meet the needs of all our patients cared for in our Trust

The consistent/standardised delivery of the meals and beverages to our patients is essential to their wellbeing. The journey starts from ensuring the right menus are available, so their choices meet their needs, along with the way the meals are safely presented and delivered in line with the protected mealtime policy.

### Priority Aims:

- To ensure a consistent approach to recording each patient's dietary requirements, so that there is clear visibility for all staff on the ward in supporting the delivery of the meal service
- To ensure that there is an individualised approach for patients choosing their meal and beverage depending on individual patient requirements.
- To ensure that there are meal service huddles using the approved "meal time coordinator's" checklist to ensure all meal requirements including any last-minute changes are catered for.
- Utilise the Trust Standard meal delivery system, which supports the multi-disciplinary approach ensuring a protected mealtime along with supporting each patient's needs are met across all the wards.

### Key Actions:

#### Priority 2.1

- Screen each patient using MUST, STAMP or iNUT (renal) on admission and weekly during their stay, to ensure timely identification of nutritional risk. This supports compliance with best practice in nutritional care and contributes to meeting the BDA Nutrition and Hydration Digest standards for hospital catering.
- Standardise the nutritional information board/ward system available/in use, as a communication aid, in all areas that serve food to patients.
- For patients who are transferred from ward to ward or within a ward, dietary and menu needs are moved with them along with the meal they ordered.

### Priority 2.2

- Ensure all patients continue to have the opportunity to choose their meal on the same day, either independently via the Electronic Menu Ordering (EMO) system or, where required, using a paper menu
- Ensure that each patient, or their carer/family where required, has access to all menus and allergen information via the EMO system, the Trust website, or printed copies, so they fully understand the options available
- Robust systems are in place at ward level to ensure snacks are ordered and provided to nutritionally vulnerable patients twice daily.

### Priority 2.3

- The patient meal requirement board will be updated prior to each mealtime to identify any patients with special dietary requirements, patients who are nil by mouth and patients who require assistance to eat (identified by a red tray).
- Ensure that the mealtime coordinator along with the housekeeping staff meet prior to the mealtime, checks that all the information about current patients are up to date and new patients are catered for.

### Priority 2.4

- Ensure all wards have Mealtime Coordinators embedded at every mealtime to oversee and ensure all patient requirements are met at each mealtime.
- Ensure and monitor that all wards and departments have the standardised system in place in accordance with their patient needs and there is continual mealtime monitoring to ensure consistency, continual learning, and improvement.
- Review and develop the meal system audit used by the Estates & Facilities team ensuring it complements the Annual Mealtime Audit.
- Support excellence in mealtime delivery using the approved LTHT Accreditation Programme.
- Monitor, manage and actively reduce food waste from production waste, plate waste and unserved meals.

# PRIORITY 3

Healthier eating across the hospital for visitors and our staff ensuring value for money and accessibility for all.

## Priority Aims:

- To ensure that healthier food and drink options are readily available and accessible across all hospital sites.
- To support staff and visitors in making informed, nutritious choices that contribute to overall health and wellbeing.
- To reduce nutrition-related health inequalities by addressing barriers to healthy food access, equity, and cost of living pressures.
- Ensure that healthier food options are not only available but also affordable and accessible to all staff, particularly those on lower incomes or experiencing poverty.

## Key Actions

### Priority 3.1

- Ensure access to a variety of food outlets and vending machines 24/7, offering healthy options.
- Work with food outlet teams to improve the range of healthy eating options available.
- Use customer feedback to inform improvements in retail catering services.
- Promote national healthy eating campaigns and resources such as The Eatwell Guide.
- Ensure compliance with CQUIN requirements (e.g., limiting high-calorie snacks and sugary drinks for sale).
- Continue refurbishment of retail outlets to maintain attractiveness and facilities ability to cook nutritious food
- Continue to develop the retail App providing the complete range of information on available retail services in one single App for all Trust staff, visitors, and patients.

## Priority 3.2

- Provide clear and visible information on food allergens and nutritional content at all retail outlets and points where food is served, ensuring staff, patients and visitors can make informed choices
- Upskill staff health and wellbeing champions to promote healthy living.
- Ensure there is always a strong staff health and wellbeing focus within national Nutrition & Hydration Week activities.
- Education & Training: Offer bite-sized training sessions, pop-ups, or resources on importance of good nutrition and hydration.
- Explore sustainable takeaway model to support reduction in waste
- Review the out of hours food vending options to ensure there is an appetizing range of hot and cold nutritious meals/snacks available for staff, visitors, and patients

## Priority 3.3

- Promote financial wellbeing support, including access to food aid and discounts.
- Ensure free and equitable access to drinking water and provide refilling stations.
- Ensure free tap water is readily available across all sites, with bottled water remaining the most affordable paid option in vending machines.

## Priority 3.4

- Highlight value options (e.g. "Meal of the Day", "healthy options" ) using signage, digital screens, and communications channels.
- Introduce transparent pricing tools (e.g. "value tags" or "£-smart choices").
- Retailer collaboration: Loyalty schemes, meal bundles, feedback loops, affordable baselines.
- Explore digital ordering systems to improve customisation and reduce waste.
- Ensure promotional efforts are visible and inclusive across all staff groups, including staff who do not use email etc (e.g. posters, cascade briefings, pop-ups).

# PRIORITY 4

## Reduce nutrition-related health inequalities.

### Priority Aims:

- To respond to disparities in nutrition and impact on health outcomes for different population groups.
- To support vulnerable groups, including those experiencing food insecurity, with focussed interventions.
- Promote community food aid options and enable staff to signpost patients to support, particularly those experiencing financial hardship.
- Engage in city-wide partnerships to address food poverty and promote health equity.

### Key Actions

#### Priority 4.1

- Use culturally adapted versions of resources such as the Eatwell Guide to support diverse dietary needs.

#### Priority 4.2

- Promote initiatives like the Millie Foundation trial to provide hot meals to resident parents.
- Support John's Campaign to ensure carers have access to hospital food.

#### Priority 4.3

- Signpost patients, visitors and staff experiencing food insecurity to community services and support (e.g., at discharge)
- Include food aid and financial wellbeing information in discharge materials and display in outpatient areas.
- Implement food bank donation points in partnership with Leeds Hospitals Charity, ensuring donations meet basic nutritional needs

#### Priority 4.4

- Participate in collaborative work with local authorities and voluntary sectors to support system-wide health equity activity.

# IMPLEMENTATION AND MONITORING

This strategy will be delivered through detailed annual action plans, overseen by the Nutrition and Hydration Care Steering Group (N&HCSG). Progress will be monitored against agreed metrics and reported regularly to the Trust Board.

## Key measures will include:

- Compliance with the NHS National Healthcare Food and Drink Standards
- Patient and staff feedback, including PLACE survey results
- Uptake of Nutrition Mission accreditation across wards
- Progress on retail refurbishment and healthier eating initiatives
- Food waste reduction and sustainability outcomes
- Nutrition auditing to provide assurance.

Regular reporting will ensure transparency, accountability, and continuous improvement.

# CONCLUSION

Good nutrition and hydration are central to recovery, wellbeing and the overall patient experience. This Food and Drink Strategy demonstrates our commitment to delivering the highest standards of nutritional care, providing healthy choices for staff and visitors, and working in partnership to reduce health inequalities across Leeds.

By aligning with national standards and the Trust's strategic goals, and by embedding the Leeds Way values into everything we do, we will continue to improve the quality, safety and sustainability of the food and drink we provide.

Our ambition is simple: to ensure that every patient, visitor and member of staff at Leeds Teaching Hospitals has access to nutritious, high-quality food and drink, every day.

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