



Kaiser Permanente

Farmers' Market



Resource Guide

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FOREWORD

Farmers' markets, available in many communities, provide an important connection between consumers and the people who grow their food. Making fruits and vegetables a regular part of our diets can significantly add to our long term health. Promoting the consumption of locally grown seasonal food fits well with the mission of health care. Bringing fruits and vegetables to medical centers can nurture the staff, patients, and surrounding neighborhoods. Since May 2003, the organic Friday Fresh Farmers' Market at the Kaiser Permanente Medical Center in Oakland, CA has been widely supported by those who work or use the medical center. In a festive atmosphere, the sweetest strawberries are welcomed in the spring, the best of cherry tomatoes are available in the summer, many look forward to the locally published recipe of the week, and the growers feel well supported. Four new markets have started at Kaiser Permanente Medical Centers in Northern California and Hawaii with even more opening by the end of 2004. The staff, patients, surrounding neighborhood, and the farmers all benefit. It's easy to do. Call or write to me.

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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 fourteen months, nothing short of a farmers' market "moment" has taken hold at KP. As of this writing, seven KP facilities offer farm stands or certified farmers' markets,¹ with as many as twelve more scheduled to open by the end of the year. 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. Our hope is that readers will find this resource helpful in implementing their own programs.

In this section, we distinguish between three types of farmers' markets presently in place at KP and summarize their unique advantages and disadvantages. Next we describe some common characteristics of KP farmers' markets. In subsequent sections, we provide more detail on each of the markets including 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.

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

¹ A Certified Farmers' Market is a location approved by the county agricultural commissioner where certified farmers offer for sale only those agricultural products they grow themselves. The Food and Agricultural code regulates the operation of these markets. (For more information, see <http://www.kqed.org/topics/home/cooking/farmersmarkets-about.jsp>)

- Staff: \$0-\$10,000
- Health Education materials: Estimated up to \$100 month
- Other (tables, tent, gift baskets, raffle prizes, etc.): Variable
- Staff planning time

- **Benefits:**

- Increased access to fresh produce
- Increased staff morale
- Improved community relations

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 medical center descriptions.

- **Farmers’ Market Association Model**

This model is arguably easiest to implement. A farmers’ market association coordinates most of the logistics associated with market operations, including obtaining the license and bringing in local farmers. KP’s principal role is to provide space for the market and to promote it. Farms sell their own produce, creating relationships between shoppers and the farmers. The need for farms to dedicate staff limits participation to large farms.

- **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 can help generate greater community outreach: for example, working with an outside agency that employs at-risk youth to sell produce at the farm stand can contribute other benefits to the community.

In this model, a community-based organization transports and sells the produce at the farm stand. This allows smaller farms to take part in the market that otherwise may not have been able to take part due to staffing or production constraints. This model has the potential to help sustain local agriculture by selling produce from smaller local farms.

Due to the produce not being sold by the farmers themselves, license and permit options differ in this model compared to other farmers’ markets. Currently, this model requires a renewable special events license.

- **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 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. With only one farm, less space is needed for the location. Involving multiple independent farms improves produce variety and hours, but requires greater coordination and a larger role for KP in organizing the market.

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 New Ferry Building along the Embarcadero or Eastern Market in Washington D.C.

We hope that this resource is informative and helpful to you in your work. Please contact Emily Cheung (Emily.Cheung@kp.org) with any questions or comments. Good luck in your endeavor to improve the health of KP members, staff, and our communities!

FARMERS' MARKET ASSOCIATION MODEL

Oakland Medical Center

Oakland, CA

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General Description

Year-round “Friday Fresh” farmer’s market selling organic produce. Farmer’s 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 Perry, the medical center concierge,² 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

² 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 Dieticians 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

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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 early this year 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 11 am-4pm, between clinic buildings 1N and 2N.

The goal of 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 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 3, 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 4, 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

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 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 5, 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 6, 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

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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 7, 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 8, 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

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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 for 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 9, 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 10, 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

APPENDIX A: UPCOMING FARMERS' MARKETS

Location	Timeframe	Contact
Mid-Atlantic Claims Shared Service Organization, ROC Silver Spring, MD	Developing	Michele Scardigno Human Resources Associate Silver Spring, MD 20904 (301) 879-5478 Ph (301) 625-7364 Fax
Northern California Vallejo Medical Center	Summer 2004	Pat Schultz MS, RD Director of Nutrition NEB (925) 295-2164 (tie line 8-460) Ph (925) 295-2165 (tie line 8-460) Fax
Walnut Creek Medical Center	Spring 2005	(925) 295-2164 (tie line 8-460) Ph (925) 295-2165 (tie line 8-460) Fax
Fremont Medical Center Hayward Medical Center Union City Medical Office Building	Summer 2004	Kimberly Graves GSAA Service Manager TPMG The Landing - Union City (510) 675-6906 (tie line 8-434) Ph (510) 675-6671 (tie line 8-434) Fax (510) 745-2288 Pager Diana Cosio-Sandino, MPH Senior Health Educator (510) 675-2115 (tie line 8-449) Ph (510) 507-4805 Cell
South San Francisco Medical Center Daly City Medical Office Building Bayhill Medical Office Building San Bruno Medical Office Building	2005	Yvonne Ong, MD Co-Chair Physician Health and Satisfaction Committee 395 Hickey Blvd., Daly City (650) 301-4574 (tie line 8-413) Ph
Human Resource Service Center Harbor Bay Business Park, Alameda	Developing	Brenda C. Hill Benefits Analyst and Head of Wellness Committee HR Service Center 1-888-499-1500 ext. 4522 (tie line 8-499) Ph

Location	Timeframe	Contact
<p>Northwest</p> <p>Interstate campus in Portland</p>	<p>Spring 2005</p>	<p>Nancy Stevens, PhD Community Health Initiatives Kaiser Permanente Northwest Region 500 NE Multnomah Suite 100 Portland Oregon 97232-2099 (503) 813-3828 Ph (503) 813-2669 Fax</p>
<p>Southern California</p> <p>Harbor City</p>	<p>Fall 2004</p>	<p>Barb Carnes, M.D. Chief of Pediatrics, South Bay Medical Center Southern California Permanente Medical Group (310) 517-3721 (tie line 8-340) Ph (310) 517-4258 Fax (310) 687-7207 Beeper Email: Barbara.A.Carnes@kp.org</p>

APPENDIX B: Farmers Market Contract

LICENSE AGREEMENT

Date: [REDACTED], 2003

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

3. **LICENSOR:** Kaiser Foundation Hospitals

ADDRESS: [REDACTED]

PROPERTY MANAGER: [REDACTED]
TELEPHONE NUMBER: [REDACTED]
FACSIMILE: [REDACTED]

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.
3. **TERM:** The term shall be for a period of 12 months, commencing May, [REDACTED], 2003, and terminating on May [REDACTED], 2004 (unless sooner terminated as provided herein or pursuant to law).
3. **LICENSEE'S TRADE NAME:** Certified Farmers' Market (or such other trade name approved by LICENSOR).
3. **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.

3. **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.

3. **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.

3. **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.

3. **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.

3. **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.
3. **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.
3. **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”.
3. **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.
3. **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.
3. **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.

- 3. **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: KP Farmers' Markets At-A-Glance

Weekday Sunday				
Site				
State				
Hours of Operation				
Weekday Monday				
Site				
State				
Hours of Operation				
Weekday Tuesday				
Site	Richmond Medical Center	Richmond, non-KP site		
State	CA	CA		
Hours of Operation	11am-2pm	3-5:30pm		
Weekday Wednesday				
Site	Nanaikeola Clinic			
State	Leeward Coast, HI			
Hours of Operation	12-1pm			
Weekday Thursday				
Site	Santa Clara Medical Center			
State	Santa Clara, CA			
Hours of Operation	10am-2pm			
Weekday Friday				
Site	Oakland Medical Center	San Francisco Medical Center	Santa Teresa Medical Center	Honolulu Clinic
State	Oakland, CA	San Francisco, CA	San Jose, CA	Honolulu, HI
Hours of Operation	10am-2pm	10am-4pm	11am-4pm	9am-1pm
Weekday Saturday				
Site				
State				
Hours of Operation				

APPENDIX D: An A (apple) to Z (zucchini) Guide to Starting a Farmers' Market at your Kaiser Permanente Facility (How we succeeded at the Oakland Medical Center)

Step 1 Seek Support From Facility and Service Area Leadership

Service Area Manager
Physician in Chief
Director of Hospital Operations
Administrative Team
Service Area Leadership Team

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

Step 2 Identify Appropriate Vendor

Pacific Coast Farmer's Market Assn.

Tasks: Supply Standard Agreement
Seek and secure appropriate permits
-County Agriculture Dept.
-City Police Department
-Other appropriate agencies depending on jurisdiction

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

Health Education Department

Tasks: Participate in Farmer's Market and distribute appropriate health education information

Other Facility Committees/Departments

Diversity Committee

Physician Wellness Committee

Concierge

Volunteers

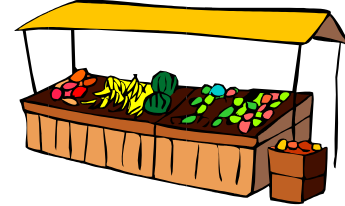
Tasks: Support and promote the Farmers' market internally

Step 4 Watch Members and the Community Enjoy Your Farmer's Market!

APPENDIX E: 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 E, Continued

Sample Weekly Recipe Email

----- Forwarded by Preston Maring/CA/KAIPERM on 06/24/2004 03:01 PM -----

**Helen
Cataldo**

06/24/2004
02:18 PM
Please
respond to
Helen
Cataldo

To:

S
endAll - CA. Oakland. W MacArthur Blvd, SendAll - CA.
Oakland. Piedmont Ave, SendAll - CA. Oakland. Howe
St, SendAll - CA. Oakland. Broadway. 969, SendAll -
CA. Oakland. Broadway. 3900, SendAll - CA. Oakland.
Broadway. 3505, SendAll - CA. Alameda. Central Ave,
Ashlyn Izumo/HI/KAIPERM@KAIPERM

cc:

Subject:

F
farmers' Market Update and Recipe of the Week for 6/25

[The following message is from Preston Maring, MD, APIC](#)

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.

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
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, Northern California Region who developed much of the initial resource material we drew upon for this guide.