



# Harvard Pilgrim Health Care Foundation

## Healthy Food Fund: Year 3 Results

March 2019

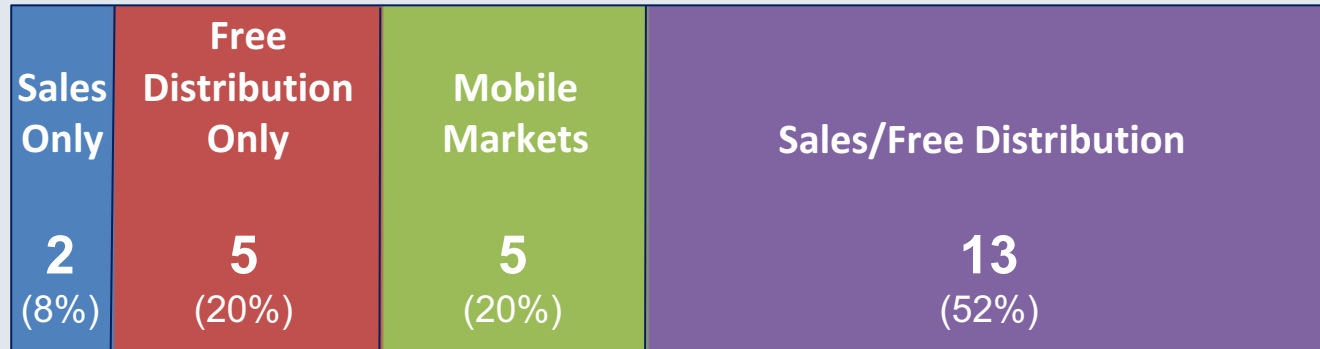
Christa Drew & Daniel Ross, DAISA Enterprises  
Catherine Sands, Fertile Ground



- Measurable impact on community food environment
- Increase distribution of healthy local food in target communities
- Capture & share learnings amongst cohort & beyond
- Increase visibility

**Theory of Change:** Improve food environment in target communities through direct-to-consumer food access & household skill-building

## By Strategy



Includes farmers markets/stands, Community Supported Agriculture shares

Includes gleaning\*, food banks, community gardens, community meals, youth agriculture programs

## By State

CT 5

MA 11

ME 5

NH 4

\*gleaning refers to the act of collecting excess fresh food from farms, gardens, farmers markets or any other source in order to provide it to those in need (USDA)

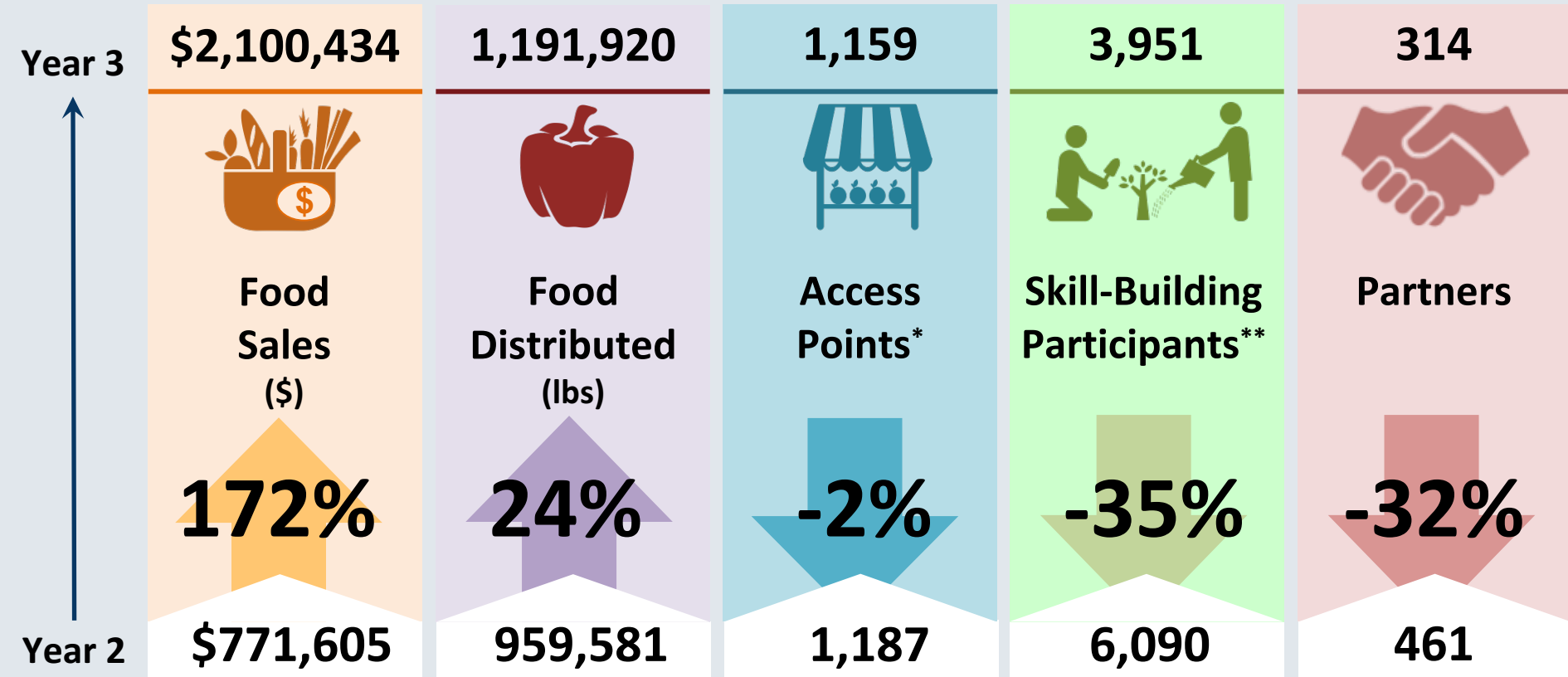
## In three years...

- ★ 4.6M lbs\* of FRESH, LOCAL PRODUCE into 50 communities
- ★ every \$1 invested yielded about \$2.5 in food sold/distributed
- ★ 4,000 people participated in growing, selecting, cooking healthier foods
- ★ 4x the number of places to buy/receive food as 2015
- ★ leading strategy: 5 effective Mobile Markets & still improving

*\*\$3.3M in market sales plus 3M lbs of food from free distribution (valued at \$2.10/lb per USDA/retail estimate.)*

# HEALTHY FOOD FUND

## Y2 to Y3 % Changes



\*points of sale & points of distribution

\*\*participants in food education programs and classes

# HEALTHY FOOD FUND

# Base to Y3 % Changes

DEC  
2018

\$2,100,434

1,191,920

1,159

3,951

314



Food  
Sales  
(\$)



Food  
Distributed  
(lbs)



Access  
Points\*



Skill-Building  
Participants\*\*



Partners

686%

169%

331%

69%

2%

\$267,097

442,993

269

2,333

308

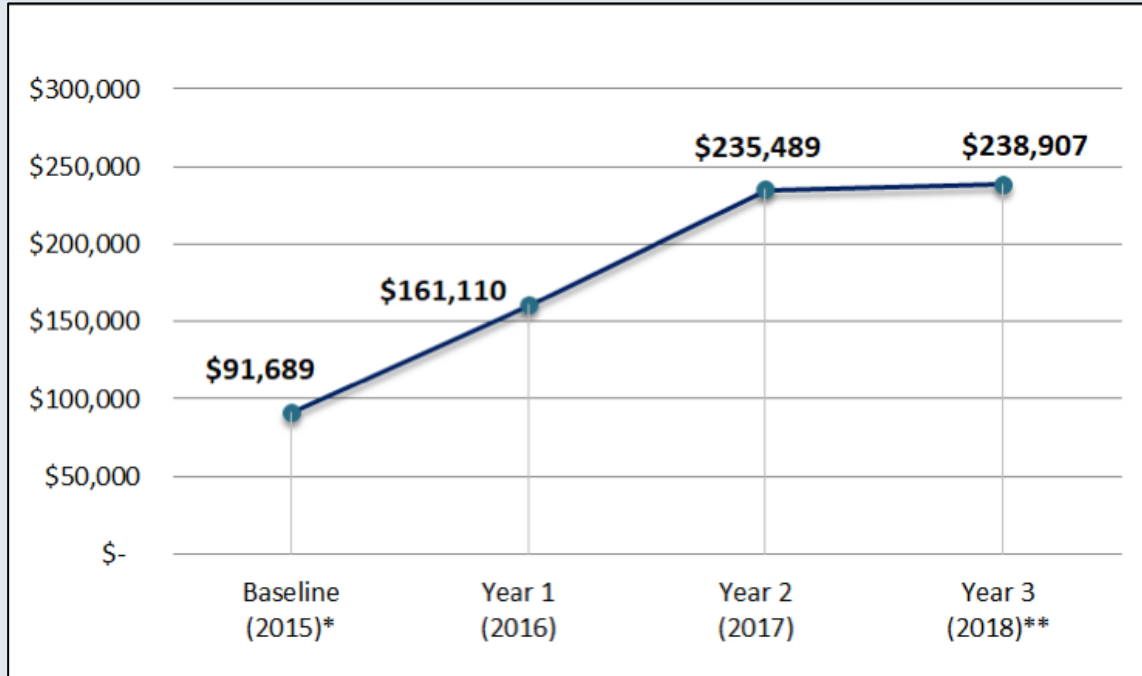
2015

Baseline

*\*points of sale & points of distribution*

*\*\*participants in food education programs and classes*

## Total Sales



## 5 Mobile Market Sites

- Hartford Food System (CT)
- Mill City Grows (MA)
- Regional Environmental Council (MA)
- Seacoast Eat Local (NH)
- St. Mary's Nutrition Center (ME)

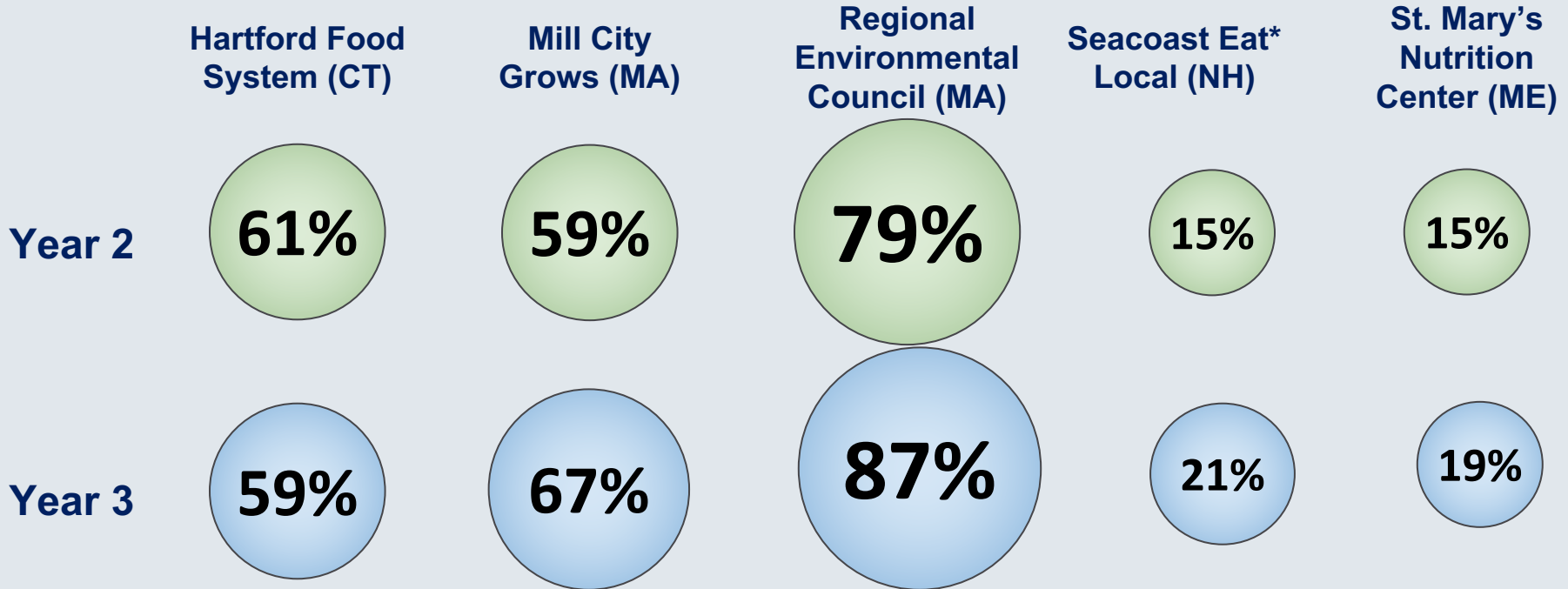
*"The Mobile Market is more than just a place to buy food. For many of our senior customers it is community, consistency, and family. It is heart."*

Shana Smith, Hartford Mobile Market Director

\*total sales for Baseline (2015) excludes Seacoast Eat Local

\*\*Year 3 (2018) funded by half-year grants.

## Subsidized Sales % of Total Sales





# Funding Outcomes: Jobs + Capacity Building

16 organizations (64%) created JOBS & INTERNSHIPS

23 organizations (92%) used funds for these KEY CAPACITIES:

44% Staffing Increase

28% Market Expansion

32% Training & Outreach

24% Technology & Assets

Many leveraged HFF funds/ HPHCF name for additional funds

*“We have received commitment from USDA for very competitive 4-year grant of \$400,000 and a matching commitment from an anonymous donor of \$180,000...”*

- Green Village Initiative (CT)

# Outcomes: Enhanced Operations for Continuation

To better sustain food distribution & impact:

- **NEW PROGRAMS** & ventures: farm store, urban farmer training, skill building & accreditation for inmates, community leadership programs, food vendor enterprise
- new **BUSINESS PLANS** and nonprofit (501c3) incorporation
- improved **PROGRAMS & POLICIES** to engage community and reflect their needs



Maine Farmland Trust

## Sales Growth in all HPHCF Market Regions!

Market Region	Total Sales*		Total Lbs*	
	<i>(from market-based activities)</i>		<i>(from free-distribution activities)</i>	
	<u>Y2</u>	<u>Y3</u>	<u>Y2</u>	<u>Y3</u>
<b>Connecticut</b>	\$55,549	<b>\$241,449</b>	223,933	<b>338,018</b>
<b>Maine</b>	\$125,988	<b>\$1,054,660</b>	36,772	<b>30,045</b>
<b>Western/Central Mass.</b>	\$198,705	<b>\$220,755</b>	4,120	<b>23,052</b>
<b>Eastern Massachusetts</b>	\$380,099	<b>\$538,949</b>	613,398	<b>797,873</b>
<b>New Hampshire</b>	\$11,263	<b>\$44,619</b>	N/A	<b>2,932</b>

\*data reflects actual reported values and does not include conversions either way

# Racial Equity & Diversity

## Foundation emphasis spurred change:

- create **MEANINGFUL RELATIONSHIPS** first
- hire local **MULTILINGUAL PEOPLE OF COLOR**
- adopt **CULTURALLY-INCLUSIVE HIRING NORMS** and practices
- create **YOUTH PATHWAYS** to food systems jobs
- stipend **RESIDENT “CHAMPIONS”** to lead, co-create, and evaluate programs
- ensure **BOARD AND STAFF MIRROR** community composition & diversity
- learn and address **STRUCTURAL RACISM**

80%

Number of grantees centering diversity & equity in organizational structures, and deepening approaches

In addition to changing food environment, organizations gained & exchanged:

- PEER RELATIONSHIPS
- IDEAS & BEST PRACTICES
- MOVEMENT BUILDING
- SKILLS, TOOLS & TECHNICAL ASSISTANCE

“Keep us in the loop with regular communication, connections to partners, best practices and relevant funding opportunities...”

“Continue to advocate for fresh healthy food access as a priority in underserved communities. Continue to listen to the needs of each region to ensure equity and inclusion for...at-risk residents...”

# Notable Learnings

## Partnering is Key

Mobile market stops at partner sites more effective than neighborhood stops.

-St Mary's Nutrition Center (ME) & Hartford Food System (CT)

## Doing Too Much Too Fast Is Tough

Phased strategies after too quickly adding quantity and variety per customer feedback. - Regional Environmental Council (MA)

## Don't Have to Do It All

Partnering with a processor more efficient than doing it. - Boston Area Gleaners (MA)

## Multiple Barriers to Accessing Healthy Diets

Limited budgets, family traditions, lack of cooking skills and nutrition knowledge, unfamiliarity with foods  
-Partnership for Public Health (NH)

# HPHCF Investment in Action

## Continuous Improvements

*“We retained market managers from previous season & invested in them as full-time staff leaders...created an important feedback loop between managers & customers. We also invested a lot of time & energy in improving inventory management.”*  
- Regional Enviro. Council (MA)

## Outreach & Community Engagement

**83%** organizations grew through community-generated strategies (peer outreach, youth leaders, etc)

### Peer to Peer Outreach

*“The peer-to-peer outreach model helped reach new customers, grow community awareness, strengthen program design and outreach, and educate cashiers at participating stores about the customer experience.”* -ME Farmland Trust

Over the three-year grant period, organizations achieved:

- **NEW STAFF** & invested in **INFRASTRUCTURE**
- **PROGRAM EFFICACY & FUNCTIONALITY**
- **PILOT MODELS** & iterated **LESSONS LEARNED**
- emergent analysis & practice of **DIVERSITY, EQUITY & INCLUSION**
- increased **COMMUNITY ENGAGEMENT** through leadership & process

**4.6M lbs\*** of **FRESH, LOCAL PRODUCE**  
into **50 communities**



St. Mary's Nutrition Center Mobile Market

*\*\$3.3M in market sales plus 3M lbs of food from free distribution (valued at \$2.10/lb per USDA/retail estimate.)*



# Thank You



Photo credit: Growing Places

*“Due to Harvard Pilgrim's support over the last three years, Growing Places has been able to build capacity to expand from one focus - gardening - to being a fresh, healthy food access connector in North Central MA.”*

*-Growing Places (MA)*