



VIEWPOINT



The National Newsletter of the Premier Foodservice Program

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Addressing sustainability while simultaneously trimming costs requires achieving a delicate balance that is increasingly more important and challenging each year. In this issue of Viewpoint, we report how some of our members are making it happen, from intra-campus partnerships to community alliances. We also detail how some of our committed manufacturers and distribution partner US Foods are equally dedicated, providing a growing portfolio of resources and tools to help. These represent just a small sampling of what's happening with our vendors and members. Like health and wellness, sustainability is an ongoing journey

within our foodservice alliance and we'll continue to bring you updates from our manufacturers and members' programs that may be replicated at your facility.

Let's keep sharing! Please let us know what you're doing to keep environmental responsibility at the forefront. This needn't be a best practice or a million dollar idea, just actionable steps that enabled you to move the needle, even slightly, toward a more sustainable operation. Email bob_juerjens@premierinc.com with a brief description and contact information for inclusion in future issues of *Viewpoint*.

Sustainability: what our members are telling us...

Composting completes the cycle at the University of Missouri

All residential and several retail operations run by the University of Missouri Dining Services participate in a composting program, thanks to a foresighted investment six years ago that enabled a composting facility to get up and running. Dining Services partnered with a campus research farm on an efficient closed loop system that works as follows: pre-consumer and some post-consumer waste from back of the house production and additional pulp from a facility is picked up by students working on the research farm; the



food waste is added to horse bedding, manure and sawdust from another campus farm and turned into compost; the compost is then used in soil to grow vegetables such as cabbage, lettuce, tomatoes and sweet corn; Campus Dining buys the vegetables at harvest time and prepares them to be consumed by students. Nancy Monteer, Associate Director of Campus Dining Services, estimates that 170 tons of nutrient-rich compost are produced from 250 tons of food waste each year. "That initial investment has paid off many times since beginning of our partnership with the campus farm," she says.

Growing roots at North Carolina State

For NC State, sustainability is about supporting the North Carolina economy in addition to reducing the school's environmental impact, relates Shawn Hoch, associate director for NC State University Dining. "My Roots are at NC State," a program launched in 2012, brings

the point home. The award-winning initiative highlights sustainable practices in foodservice, including use of local foods, composting, and energy reduction while recognizing supporting partner companies and NC State alumni who are employed by those partners. In a state where agribusiness is a \$72 billion industry, the university is making a significant contribution in the form of its alumnae who are growers, manufacturers and researchers. Other efforts include: partnering with US Foods in Zebulon, NC to identify locally produced or grown items; on-campus partnerships within the College of Agriculture and Life Sciences and Food Science; establishing an on-campus farm and using food harvested from the aquaponic and hydroponic research labs. An ongoing emphasis on innovation and efficiency has resulted in three years of below-budget food costs, helping Hoch achieve the sustainability balance. "The keys are CMA utilization, scratch cooking, use of seasonal ingredients and menu planning software," he says, "and the value of Premier's Reach program."

Redefining the clean plate club with Metz

Changing a culture of food waste in college dining requires collaboration, education and a real partnership. Metz's Director of Sustainability, Bill Allman, aced it at Lebanon Valley College in Pennsylvania by combining students' passion points - ethical reasoning, understanding of diversity, environmental stewardship - with fun, participatory programs. The 2013 launch of T.A.S.T.E, the clever acronym for Taking Action for a Sustainable Tomorrow Everywhere, earned high grades with a series of lively tactics including:

- Sample It! to encourage students to try small portions of an unfamiliar food first, before heaping it on a plate only to find they don't like the dish.
- Take What You Like, Eat What You Take facts on signage and menus to help students understand the impact of food wastage i.e. "The average American throws away about 20 pounds of food each month. If we wasted 15 percent less food, it would be enough to feed 25 million Americans."
- Mom's Clean Plate Club, a whimsical invitation to students to show their clean plate to a member of the dining services team and earn rewards - more than \$15,000 in flex dollars and prizes to date.

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Sustainability: what our members are telling us...

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- SMART Plates featured at each meal, to guide students in making healthy, sustainable choices with right-sized portions, local and seasonal foods when available, reduced intake of beef, cheese and processed foods, and no air-freighted foods.



Students collected data to compare the amount of post-consumer waste in LVC's dining hall at the beginning and end of the semester, and record some impressive stats: edible food waste was reduced by 19 percent per person and plate costs reduced by 4.4 percent. Continuing reductions in food waste attest to the value of the T.A.S.T.E. initiative: from 31,448 pounds in spring 2013 to 20,992 pounds in spring 2015, a 33.2% reduction.

"The successes of our TASTE program can be attributed to a few key points," says Allman. "First, we personalized the program for our students while fitting it into our family values with our employees. Our employees become a part of the student's family and the students are a part of ours. We have found that by building off of our strong relationships with students, we can help make an impact of keeping edible food out of our landfills. Secondly, sustainability is a very important topic to our students. We share the educational pieces of how Americans are damaging our environment. This has helped create the foundation for the importance of why every individual effort counts, in effect helping students make positive environmental choices. Third, making the program incentive-driven for our students really makes it a no-brainer for most to get involved with the program - students like free stuff! Finally, sharing the impact of our results by giving back rewards to our students not only has helped change the culture in our dining halls but also creates great habits for the future. Our goal at Metz this year was to introduce the TASTE program in all of our college and university dining programs and we are well on our way to achieving this goal."

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Leave no food behind... put leftovers to work with a breakfast polenta bar

Culinary virtuosos know there's real skill involved in making the best use of your facility's leftover cart, transforming odds and ends into appealing wraps, stir fries, jambalayas and more. Premier member chefs add some color commentary:

"We take leftover proteins, starches and vegetables and use every bit of it on the salad bar. Very little goes to waste at Doctor's Hospital." Bob Gilardi, Doctors Hospital Baptist Health in South Florida

"The art is in making a dish so fresh and exciting that customers won't know they're eating yesterday's tilapia, but something just created...like browning up leftover lamb and saffron rice from the cafeteria with leftover fajita veggies from the action station to make a tasty stir fry. We don't waste, but use leftovers in all kinds of casseroles, soups and stuffed peppers." Matt Cervay, Kettering Health Network

Stan Hodes, Baptist Health in Miami, offers an omelet bar change-up and a deliciously easy recipe:

"Put leftover polenta, sausage and bacon in the refrigerator overnight. Next day, instead of cooking eggs at a traditional omelet bar, cut the polenta in 4-ounce circles and grill them on the flat top until crispy on the outside and tender on the inside. Then ask customers for their choice of breakfast meat or cheese as topping - and neatly find a use for all of yesterday's tomatoes, sausage, bacon, cheese. Add fresh corn, rosemary and cheese for the mouth feel of an omelette, with the unique draw of a polenta bar."

Polenta Breakfast Bar

- 1 cup dry Polenta
- 5 cups low sodium Chicken Stock
- 5 oz. crumbled Boursin Cheese
- 1 tbsp. fresh Rosemary

Bring stock and rosemary to a boil.

Add polenta and

lower the heat to a low simmer. Stir frequently and cook for 20 to 25 minutes until polenta is cooked. Remove from heat and stir in Boursini cheese and mix thoroughly.

Pour into sprayed, half steam table pan and cool until room temperature. Cover and chill for at least 2 hours. Best if made the day before. Remove from refrigerator and turn out onto a piece of sprayed parchment paper. Cut into square, circle or triangle. Polenta may be char grilled for appearance. Top with ham, sliced tomato, sliced cheese, sausage or bacon.



Sustainability: what our vendors are telling us...

A zero-landfill factory operation at Nestlé Professional

Contributed by Valerie Wendel, Nestlé

The Nestlé Professional Minor's factory in Cleveland, Ohio produces fine bases, gravies, flavor concentrates and sauces for the foodservice industry, and flavor solutions which are utilized by professional chefs all over the world. We do all this with integrity - working hard to sustain global and local resources, reduce our environmental footprint, and operate as a socially responsible organization.

These efforts began years ago at the Minor's factory on W. 25th Street in Cleveland. For years we have partnered with our suppliers and implemented policies which help to reduce waste in all aspects of our business, from packaging to recycling, from efficient heating and cooling systems in our offices and factories to timers on lights in our buildings. As a company, Nestlé constantly monitors and improves our manufacturing processes to conserve water consumption and lower carbon emissions.

In early 2015, we crossed the final hurdle and the Minor's factory in Cleveland became a zero-landfill facility. This was an important step to walking the talk and constantly stepping up our efforts to improve. Environmental Teams came together to identify

further recycling opportunities & projects for the factory, beyond the existing, well-known solutions. These teams researched various alternatives for the materials left in the compactors after all the other waste-material was disposed. After much research, the teams determined the best way to eliminate the last part of waste left behind was to incinerate and turn that waste into energy.

This incineration process burns the trash in a high-efficiency incinerator which produces almost no pollution. The heat from the incineration process produces steam which fuels generators and produces electricity which we can actually sell back to our utility provider. While the process costs about the same amount as landfilling - our transportation costs do increase; however we *aren't contributing* to landfills, which is far better for our environment and worth the increased costs.



Taking the high road at High Liner Foods

Contributed by Bill DiMento, Vice President of Quality Assurance, Sustainability and Government Affairs, High Liner

The seafood industry has come a long way in the past decade on its road to sustainability. Global fish stocks for major species like cod, haddock, and pollock are stable and growing. The industry has rigorous sustainability certification programs like the Marine Stewardship Council and the Aquaculture Stewardship Council that address illegal, unreported and/or unregulated (IUU) fishing and establish sound fisheries management practices.

Sustainability is good business. It ensures a sustainable future for our industry and the people who depend on it for their livelihood. High Liner Foods has taken a leadership role in seafood sustainability, with an objective to only purchase seafood that is certified sustainable or responsibly sourced. We have helped make major strides in this area by investing at the source, specifically engaging in a number of strategic fishery improvement projects (FIP) and aquaculture improvement projects (AIP). We also align with organizations like the Sustainable Fisheries Partnership and Monterey Bay Aquarium, leveraging their expertise and guidance and upgrading seafood ratings when fisheries make the required improvements.

Recently we began to feature a "Responsibly Sourced"™ logo on products that meet our standard for this designation:

1. Wild caught seafood that is certified by the Marine Stewardship Council or on a clear, well-defined path to certification in a credible fishery improvement project (FIP)
2. Aquaculture seafood that meets the Global Aquaculture Alliance's Best Aquaculture Practices. At a minimum, this



seafood must meet the 1-star level of certification by the Alliance, with preference given to seafood that meets the 2-star level of certification.

3. Farm-raised seafood that is certified by the Aquaculture Stewardship Council or on the path towards formal certification in a credible aquaculture improvement project (AIP).

Consumers are more knowledgeable and aware of sustainability and that places pressures on operators to meet that demand. High Liner Foods has helped lead our industry towards a much better sustainability position. You can trust that the products High Liner Foods offers are responsibly sourced and from well managed fisheries.

Ensuring the future tuna supply at Chicken of the Sea

Contributed by Lynzee Moore, Chicken of the Sea International

Chicken of the Sea has been a leader in sustainability since the 1990s when they implemented “The Mermaid Cares” 100% dolphin-safe policy. They have continued to increase their ongoing involvement recognizing that sustainability is only successful when ensuring that suppliers use responsible fishing practices that will conserve ocean stocks and protect eco-system health for the long term. That’s why Chicken of the Sea joined forces with some of the world’s most respected ocean experts to develop and implement programs designed to drive sustainability.

As a leading American tuna brand, Chicken of the Sea, is actively working to ensure that there is plenty of tuna today, and for generations to come. They are cofounding members of the International Seafood Sustainability Foundation (ISSF) and through a partnership between the tuna processing industry, the world’s leading fishery scientists and the World Wildlife Fund; they are actively engaged in scientific research to



monitor tuna stocks, bycatch rates and to continuously find improved sustainable fishing methods.

The ISSF Bycatch Project is a veteran group of scientists and fishermen that travel through the Pacific Ocean in search of better fishing practices. They study the behavior and aggregation of fish and observe the behavior of sharks and tuna inside an enclosed net in order to identify techniques for freeing non-target species from fishing nets.

Shark finning, the retention of fins and discarding of the remaining carcass at sea,

is an abhorrent practice which violates various international rules and regulations. As a responsible member of the maritime community, Chicken of the Sea supports the elimination of shark finning through prohibition by Regional Fisheries Management Organizations and mandatory reporting of shark catches by species.

Chicken of the Sea is proud to support these external efforts for sustainability but they are not stopping there. Internally, Chicken of the Sea has collected comprehensive environmental data, which provided critical insight into trends in energy, waste and water efficiency. This led to their production team dramatically reducing the amount of waste generated (27.8%) and water used (12.8%) for every case of product that was packed in 2013.

Over the next few years, Chicken of the Sea will be expanding their sustainability efforts to placing attention on working with Thai Union, their parent company, and key suppliers to ensure that labor and human rights are upheld from ocean to table.

No Preservatives at Sun Rich

Fresh and natural combines with safe and cost-effective for an industry exclusive: a No Preservative line of pre-cut fruit from Sun Rich. The quality is superior, and an 18-day shelf life provides operators with the opportunity to convert to the no-preservative format, assures Theresa Makelki, Vice President of Sales & Marketing at Sun Rich Fresh Foods Inc.

“Continuous improvements in supply chain, cutting, handling, packaging and new micro reducing technologies enabled us to reach a shelf life of 18 days for these all-natural fruits, made without preservatives or pasteurization,” says Makelki. “We use advanced processing techniques and pH-adjusted ingredients to ensure complete safety and optimal taste throughout its shelf life.”

The transition to No Preservative came from both consumer preference and operator feedback. “Consumers are increasingly asking for healthier choices on their menu,” explains Makelki, pointing to studies that show a spike in demand for ‘natural’ items in the last several years. Everything from the new packaging to the ready-to-serve convenience was developed with the operator’s cost, labor and quality concerns at the forefront.

The fruit is packed in a proprietary square pail rather than a round pail to maximize shipping and storage space, and includes a downholder that doubles as a strainer to keep fruit submerged and



make it easy for operators to drain and serve, according to Makelki. Every order is shipped fresh and ready-to-serve, reducing labor and waste.

From a cost perspective, the Sun Rich Fresh No Preservative fruits (pineapples, oranges, cantaloupes, oranges, honeydews, grapefruits, citrus and fruit salads) are ripe with benefits, says Makelki.

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What we're doing...

MSC certification at US Foods, another industry first



US Foods, our distribution partner and one of the country's most innovative food companies, announced certification to the Marine Stewardship Council (MSC) Chain of Custody Standard, becoming the first nationwide foodservice distributor to do so. The MSC is recognized as the world's leading certification program for sustainable, wild-caught seafood.

MSC Chain of Custody certification assures that in every step of the chain – from the fisherman, to the processor, to the distributor and the end user – MSC certified seafood is not mixed with or substituted for non-certified seafood. MSC Chain of Custody certification ensures that seafood products that carry the blue MSC ecolabel can be traced back to a fishery that has

been certified as sustainable and well-managed against the global, science-based MSC Standard.

“Ensuring the integrity of the seafood we deliver is important to US Foods and to our customers,” said Steve Guberman, chief merchandising officer, US Foods. “This certification to the MSC Chain of Custody Standard is just another way to show our commitment to becoming a leader of sustainable foods in the industry.”

The MSC Chain of Custody certification underscores the company's commitment to customers, to strengthening communities and helping to safeguard the environment. By offering certified sustainable foods and supplies with integrity, US Foods is helping customers to make easier and more sustainable menu choices. This certification along with additional internal programs is part of the company's ongoing commitment to sustainability.

“The MSC congratulates US Foods on the achievement of attaining MSC certification and offering sustainable, wild-caught seafood to consumers nationwide,” said Geoff Bolan, MSC's U.S. Program Director.

No Preservatives at Sun Rich

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Based on standard 1/2-cup servings, the 14-lb. pail yields about 38 portions – virtually 100 percent yield.

“When you calculate your cost on usable yield and include labor, cutting your own fruit becomes quite expensive,” she explains. “You also need to consider the additional costs of bulk product storage, spoilage, short shelf life, inconsistent cutting, and the significant food safety risks associated with in-house cutting. With Fresh No Preservative, you can count on maximum yield, long shelf life, reliable quality and food safety, and consistent pricing year-round...it simply makes good business sense.”

Sun Rich keeps a strict eye on sustainability as well, reducing its environmental footprint during processing by minimizing use of water, opting for recycled packaging material, recycling and composting waste, using energy-efficient lighting and refrigeration wherever possible and optimizing delivery routes and truck loading for best fuel conservation. Their suppliers are likewise committed, as Sun Rich requires all of its growers and packers follow “Good Agricultural Practices,” and a new foodservice pail configuration helped reduced the company's plastic usage by 20 percent. “Sustainability is far more than a program to us, it's the way we work,” confirms Makelki.



Green health practiced at Premier

A “Champion for Change” award recipient by Practice Greenhealth twelve years in a row, Premier and its members continue to set the bar in the industry for commitment to environmentally preferable purchasing (EPP) and healthcare practices. Premier's award-winning environmental leadership platform, GreenHealthy, includes:

- **EPP program.** In collaboration with contracted suppliers and group purchasing contracting teams and committees, Premier helps to ensure the availability of environmentally friendly products and services for members. Lists of suppliers and contracted products that are environmentally preferable are featured on the Safety Institute website and in the electronic Supply Chain Advisor member catalog. Special consideration is given to suppliers that support environmentally friendly products and packaging, and environmental criteria is also incorporated into the contract sourcing process. Premier has also pledged to eliminate mercury-containing products from its group purchasing contract portfolio.

- **The Premier Safety Institute website** offers a wide array of resources, including case studies from members and suppliers on green purchasing, products and healthcare practices, an e-newsletter focused on patient, worker and environmental safety, and energy reduction resources and tools.

- **Premier provides testimony and communications** with federal agencies and Congress on key issues, such as the need for DEHP labeling of products, and more oversight on the use of industrial chemicals with increased disclosure and promotion of safer alternatives.

- **The company has established long-term partnerships** with the CDC/NIOSH, AHA, Health Care Without Harm, and Practice Greenhealth, and other organizations with a shared concern for a safer healthcare environment.

Making breakfast even better: new condiments on contract

They may have a modest, behind-the-scenes role as flavor enhancer and dish completer, but condiments are a highly important category for members, representing \$24 million in spend each year. And they're a high priority for consumers, with 75 percent saying the condiment selection is as important as the menu selection.* Boost your breakfast offerings with these old favorites and trend setters now on contract, including: **Kraft Heinz North America** with more breakfast portion control (PC) offerings than any other manufacturer, including household names like Mrs. Butterworth's and Log Cabin syrups, Welch's concord grape jelly, Real Lemon juice and SueBee Honey.



ConAgra Foods' Carriage House peanut butter in individual .5-oz. cups is also on contract for members.



*Source: Heinz

Smucker's® Foodservice is a new name on contract for Premier members. **Smucker's® Natural** portion control fruit spreads are made with ingredients from natural sources, real sugar and no preservatives. **Jif to Go® Dippers** are the first all-in-one pretzels & peanut butter on the go snack, combining a cup of pretzel crackers with Jif® creamy peanut butter and chocolate silk peanut butter & chocolate spread.



US Foods brings its Monarch and Harvest Value brands to the breakfast table with economical bulk options for maple syrup, apple butter, strawberry preserves, orange marmalade and honey, and PC peanut butter.

Go a little nuts with **Nutella®**, new on contract -stock up on this uber-popular brand, available in PC and bulk. Included is the gluten-free Hazelnut Spread, with a hint of cocoa, dairy milk and plenty of hazelnuts. With no artificial colors or preservatives, and non-GMO ingredients, Nutella makes an appealing alternative to peanut butter, and can be used across all day parts, from breakfast to dessert.



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A solid gold sustainability program at Shawnee Mission

A leader in the local food movement, Shawnee Mission Medical Center's café offers antibiotic- and hormone-free beef, cage-free eggs, additive-free deli meats and products like honey, pickles, coffee, and produce that originate in communities near Kansas City. Director of Nutrition Services Susan Larcom oversees the sustainability focus, which includes recycling of grease, cans, cardboard and plastic; use of sustainable chemical solutions; establishment of a food waste tracking system for the café; food donations to the local food bank twice weekly; elimination of all foam disposables; and conversion to Premier renewable or recycled products. For their solid efforts, Shawnee Mission was the only hospital to receive the 24-Karat Gold Award from the Greater Kansas City Food Policy Coalition, adhering to the pledge to: "diligently increase local buying and continue building upon sustainable food practices."

Do you have a taste for some competitive cooking? Enter the 2016 Culinary Creations Contest!

Don your whites and roll up your sleeves... We have a scrumptious opportunity for you to dazzle with the art of recipe creation. Accolades, recognition and a trip to the nation's capitol to preview your dish to the hungry hordes at Breakthroughs just might follow.

The challenge: create a Healthy Center of the Plate recipe.

Ground rules:

- A recipe that includes an entree with no more than one side.
- The garnish will not count as the side.
For example:

ACCEPTABLE - Mediterranean seafood and pasta, teriyaki chicken and couscous, Greek salad with shrimp.

NOT ACCEPTABLE - Mediterranean seafood and pasta with parmesan pita crisps (2 sides), teriyaki chicken with couscous and grilled vegetables (2 sides).

- The cost of each portion should not exceed \$2.75 including garnish.
- Recipe criteria include: one portion (including the side) should have less than or equal to 500 calories, 17 grams of fat, and 600 mg of sodium.



- Recipes will be judged on originality and creativity, appearance (using a color photo that is submitted along with the recipe), ease of production and service, use of at least one CMA, HAACP principles included in the recipe
- Bonus points for including a short (no more than 3 sentences) explanation of your dish's healthy flair.
- Submissions must be received by April 1, 2016.

Four finalists will be selected to attend the 2016 Foodservice Forum in Washington DC - all expenses paid - where their dishes

will be prepared by the hotel, and sampled and voted on by Premier members at the Culinary Dinner. The winner will receive the much-coveted Culinary Cup.

Get cooking and make it healthy and delicious!

For questions regarding recipe submission, contact chris_schude@premierinc.com. Questions regarding the contest, contact debby_kasper@premierinc.com

Think excellence, and get ready to nominate a peer for Premier's top award

Do you work with an operator who demonstrates exceptional leadership in our industry, day after day, year after year? Perhaps they've orchestrated significant operational improvements, achieved a dramatic increase in satisfaction scores, extensively supported the values and mission of your organization...or all of the above. Tell us, by filling out a nomination for Premier's Illuminating Excellence award.

New this year is a separate category dedicated to nutrition professionals. "We are thrilled to acknowledge the important contribution our members are making in the field of nutrition - helping to enhance

the health and wellness of patients and their communities," says Debby Kasper, Director of Clinical Nutrition and Wellness Program Development for Premier.

Shining stars from Acute Care, Continuum of Care, Education and Nutrition will be chosen and winners feted at the 2016 Foodservice Forum in Washington DC.

Nominations for all four categories are due by March 25, 2016. Contact Chris Schude at chris_schude@premierinc.com with questions and requests for nomination forms.



Winging it with the Culinary Committee

In 2014, more than 28 billion portions of chicken wings were sold in America, according to the National Chicken Council.

Bring these high flying appetizers to your operation with a game-changing assist from the Culinary Committee's roster of talented chefs, who plied their prodigious skills to create an exciting new 'Wing Empire' for Concepts by Premier. Pluck a winner from these exceedingly replicable and completely delicious recipes. You'll find hot, spicy, sweet, savory, sour, smoky tastes, unexpected pairings and robust flavors...watch them fly off the menu!

Memphis meets Carolina BBQ... a tribute to fusion sauces

"I love my Carolina sauce but I have equal fondness for Memphis style as well, so I created this variation to honor both sides of the BBQ fence. It's best to cook this sauce for 20-30 minutes over low heat to really build flavors and thicken the mixture. If needed, thin out the sauce if after it cools with a little apple cider or apple juice."

— Chef Scott Anderson,
Shepherd University



Ingredients:

24 ounces	tomato sauce
1-cup	apple cider vinegar
1 cup	brown sugar, firmly-packed
2 tablespoons	yellow mustard
4	shallots, minced
3	garlic cloves, minced
2 tablespoons	chili powder
¼ teaspoon	smoked paprika
½ teaspoon	ground black pepper
½ teaspoon	freshly ground salt
½ stick	unsalted butter, cut up

Mix all the ingredients together in a bowl until sugar is incorporated into the mixture. Place into a saucepan over low heat and add in the butter and stir until melted, raise heat a little until it begins to simmer and continue cooking and stirring for 25 minutes. Remove from heat; allow cooling and place into a covered container in the fridge for up to 3 weeks. Makes 4-5 cups.

Roasted Rosemary Lemon Wings with Caramelized Onions

5-6 servings

5 lbs.	chicken wings
1/3 cup	garlic cloves
2 tbsp.	dried rosemary
1/3 cup	chopped parsley
1/3 cup	fresh lemon juice
¼ cup	extra virgin olive oil
1 tsp.	black pepper
12 oz.	onions, ¼ in. slice
3 oz.	olive oil (for the onions)

Place chicken wings in a large nonreactive bowl or roasting pan. Whisk remaining ingredients together in a small bowl, season with salt, to taste. Pour marinade over wings, tossing to coat. Cover wings and refrigerate for 24 hours. Stir occasionally; do not over-marinate.

Preheat oven to 425 degrees F. Place wings in greased (canola) baking dish or sheet tray, single layer, skin side up. Roast for 25 minutes, turning wings over halfway through cooking process to brown both sides. Sauté sliced onions until well caramelized and serve on wings.





Commodity Update

A snapshot of the market is below. For detailed information on additional commodities, log on to FSDO and click on "Market Update" for new weekly reports.

BEEF

Majority of the ribs and tenders have shipped for the holiday needs while end cuts will become an item of interest and see increases in demand and cost in the winter months.

Rounds

Inside: Inside rounds moved lower. Modest gains expected in middle/late-December.

Flats: Flats continue to be weak, but seasonal demand should bring support, with modest increases throughout early winter.

Eye of Round: Modest advances anticipated moving into the winter.

Loins

Strips: Strip loin prices expected to drift lower, with seasonal lows in January.

Top Butts: Modest declines expected with a seasonal low in early December.

Tenderloins: Price declines anticipated in December.

Ribs

Ribeyes: Modest declines expected in early December with more moderate declines later in the month.

Chucks

Chuck Rolls: Chuck rolls expected to move modestly upward in December with more moderate gains in January.

Thin Meats & Grinds

Flap Meat: Seasonal lows should be reached shortly.

Briskets: Briskets have tightened on inventory availability as processors have started to buy product out front for St. Patrick's Day.

Grinds: Grinds anticipated to gain strength in December as demand increases.

Skirt Meat: Declines expected and some could be dramatic. Lows expected in early spring.

Flank: Modest declines expected in December.

Ball Tips: Modest gains expected moving through winter.

POULTRY

Whole Chicken & Cut-Up Parts: Market is flat.

Boneless Skinless Breasts: Retail demand will remain low. Breasts not expected to be featured again until after the holidays. There was an increased level of Tender buying activity as many decided to purchase at the yearly low with the intent to freeze for a Feb.-Mar. feature.

Wings: Wing markets remain stable due to a lack of spot buy activity. Markets will begin to move in January in anticipation of the NFL Playoffs and Super Bowl.

Boneless Skinless Thighs: No rise expected in the near future.

SEAFOOD

Domestic Shrimp (Whites and Browns): Domestic Shrimp continues to rise. Inventory is tight in large shell-on shrimp. Lower pricing not expected until spring.

Domestic PUDS: Pricing has turned upward.

Shrimp, Imported

(Black Tiger and Whites): The shell-on tiger market is stable. White market remains steady.

(Mexican Browns and Whites): Prices remain stable.

Chilean Farmed Salmon: Inventory is good on low demand; prices are steady.

Norwegian Salmon: With the current exchange rate, salmon from Norway may be frequently promoted this year. Inventories look good.

Mahi Mahi: The new season is now in full production. Currently most of the fish are small, but larger fish are on the way.

Sea Scallops: Product from Japan is in short supply. Harbor Banks 10/20 and 20/30 dry scallops are a great value. Fresh scallop market saw another price increase.

Tilapia: China has reported a 30% decrease in seeding; this will cause an increase in price once current inventory starts to run low.

Pangasius: The market has turned steady. Overall outlook is for prices to see a slight decrease in Q1 of 2016.

Whitefish Complex

Cod: The market for Atlantic and Pacific cod continues to see stronger pricing.

Pollock: The market remains stable to lower. Inventories are good and the Alaska Seafood Marketing Association is looking to promote in the continental U.S. Look for bargains in the near future on Alaskan pollock fillets and imported Pollock fillets.

Haddock: Current inventory is good and pricing continues to fall. Fisheries are in good shape and the long term outlook is for abundant inventory and lower prices through Lent.

Tuna, Yellowfin: Outlook for the next few months is higher prices.

King Crab: Supply is starting to tighten up. Crabmeat (Blue & Red, Pasteurized): Imports on blue swimming continue to be good and pricing is stable.

Red Swimming: Pricing is stable with good inventory.

Snow Crab

Alaskan: A 40% decrease in quota for 2016 is set.

Canadian: The market has turned higher on 5-8's.

Warm water and North American lobster: Cold-water tails, both Maine and Canadian, now in season. A slow start has created low inventory; shortages are noted.

Lobster Tails Warm Water: Lower prices expected.

Lobster meat: Firm pricing, tight inventory.



Avian Flu, Michael Foods and you

A quick update on this highly infectious and fatal form of avian influenza: the US lost 48 million chickens due to the flu, affecting raw egg supply. Perhaps no supplier felt the impact as strongly as Michael Foods, responsible for 50 percent of raw egg supply for America's egg products industry. The company lost more than 10 million birds in the Midwest and 25 percent of its egg supply. In response, Michael Foods focused on enhancing bio-security measures on its farms and in its manufacturing facilities to protect themselves from future incidents, and on repopulating their chicken hatcheries. The company cautiously predicts a more normal level of egg supply later in 2016.

Make the Millennial connection

They're your much-loved sons and daughters, your nieces and nephews, your bright summer interns. Or maybe they're you. Wherever you are on the age spectrum, the Millennials are a (labor) force to be reckoned with, requiring different recruitment and retention strategies than previous generations. Well-researched insights and practical tips were offered at the fall regional meetings...if you were unable to attend or want a refresher, highlights follow:

Generations collide. Three different generations are in the mix in today's workplace - Baby Boomers, in charge and not retiring yet (51 to 69-year-olds); Gen X'ers, squeezed and waiting for their opportunity (36 to 50-year-olds); Millennials, with 77 million between the ages of 22 and 34, and more to follow (15 to 35-year-olds). By 2020, Millennials will represent 46 percent of the workforce, making them a generation we need to understand.

The Millennial world view. Digital natives, they're used to instant communications and gratification, information at any time, multitasking.

The Millennial at work. They are confident, empowered, strong believers in their own capability, and want to be involved in the 'real' work. Millennials might need more direction to get started on work projects,



and because they were educated in a time of grade inflation, are not always accountable for their work or responsive to negative feedback.

Recruitment strategies. First, have an Internet presence and make it convenient to apply online if possible; post pictures of your employees having fun and trumpet your company's philanthropic efforts. During the interview process, don't be dissuaded by casual attire or questions about hours and time off - remember that work-life balance is key to Millennials. Be sure and relate how the job relates to the larger mission of your company. For example, instead of simply detailing the duties and hours for a cafete-

ria worker job, explain why the cafeteria is important to visiting families who want to be near their loved ones, and to busy, stressed staff members involved in patient care. Then, let them meet your team, shadow the job for an hour and discuss how your facility meets their needs...for meaningful work, to be part of a great team and organization, to matter.

Retaining Millennials. Offer frequent feedback, clear direction and acknowledge a job well done with meaningful appreciation. Ensure they have access to senior management, a career path and a strong mentor. Build a culture that emphasizes intangibles that are critical to Millennials - transparency, freedom and work-life balance.

Need some help navigating your journey to excellence? Follow the Roadmap to Savings

Let us show you the way to maximizing the full value of the Premier Foodservice Program with the new Roadmap to Savings. Ask your US Foods account executive for this helpful guide to the numerous value-added programs that will point you in the right direction...to initiate financial, productivity and labor improvements, to educate and train staff, and to realize savings in food and supply spend. The Road Map to Savings puts you in the driver's seat, with an unrestricted view of how to enhance every area of your operation. Take a quick spin:

Financial Improvements (Incentives/Rebates/Revenue)

- ▶ Incentive Maximization-DSO/
Drop Size
- ▶ BASELINE®/TrendVIEW®
- ▶ Business Analytics
- ▶ Direct Parent Incentive
- ▶ Value Statements
- ▶ Financial Operating Reports
- ▶ Price Change/Inflation Report
- ▶ LeanPATH®

Labor and Retail Productivity

- ▶ Concepts® by Premier
- ▶ Cafessentials®
- ▶ LaborFOCUS
- ▶ ServSafe
- ▶ Culinary Clinics
- ▶ Imprints®

Member Engagement/ Training and Education

- ▶ US Foods Nourish
- ▶ Premier Regional Meetings
- ▶ Premier Breakthroughs Conference
- ▶ Mobile Applications
- ▶ Food Fanatics Live
- ▶ Food Safety Recall System Activation
- ▶ CHOICE® 365

Food and Supply Cost Reduction

- ▶ FSDO
- ▶ CMA Maximization
- ▶ Product Selection/
Standardization



- ▶ Blueprint® Integrated Menus
- ▶ Recipes on Demand
- ▶ COGM/Central Order Guide Management
- ▶ Menu Profit Builder Pro



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IN THE NEWS

Premier launches second round of Partnership for Patients initiative.

Premier has been awarded a contract from the Centers for Medicare & Medicaid Services (CMS) to participate in the Partnership for Patients initiative, focused on reducing preventable readmissions to hospitals by 20 percent and reducing preventable hospital-acquired conditions (HACs) by 40 percent. Premier has received approximately 500 letters of intent from hospitals to participate. In the first three years of the program, Premier worked with approximately 450 hospitals, with outstanding results: 58,102 readmissions and 19,760 adverse events avoided, and nearly \$750 million saved.

Susan DeVore, Premier President and CEO, named by health policy network as a ‘disruptive woman to watch in 2016.’

The influential *Disruptive Women in Healthcare* online community recognized that under DeVore’s direction, “Premier is transforming patient care in this country from the inside. In a healthcare system that is frequently criticized for its fragmented nature, DeVore and her organization are proving that the sharing of ideas and information is good for both patients and the financial bottom line.” As DeVore told *Forbes* earlier this year: “Our idea is we build this platform and we’re putting all of

our applications on it, we’re connecting the data. And then you see what impact it has on clinical outcomes, which physicians and which hospitals have variations...and then you build in real time alerts that can change the way they’re delivering care with connected information. When you’re able to do that, we think you actually can prove that you’re saving lives and saving money.” *Disruptive Women* concludes: “The next few years will be exciting to watch as Premier, Inc. continues to guide the transformation of care delivery in hospitals and other healthcare sites throughout the country.”

1-877-777-1552
Monday – Friday
7:00a.m. – 6:00p.m. (CST)

The Premier Solution Center
represents our ongoing commitment for total member satisfaction in striving not only to meet your expectations, but to exceed them...and making sure your voice gets heard.
If you have comments, suggestions or questions about Premier *VIEWPOINT*, feel free to contact the Vice President of the Premier Foodservice Program, Bob Juerjens at (704) 816-5947 or via e-mail at bob_juerjens@premierinc.com