

7.9.2012

Creating Vidant Health's Healthy Food Environment

Scottie Gaskins, Kathryn Kolasa, Rose Ann Simmons, Njeri Njuguna and Andy White

Introduction

Long before the Institute of Medicine released its report on solving the obesity epidemic in our nation (IOM, 2012), Vidant Medical Center and then all Vidant Community Hospitals, made a concerted effort to increase access to healthier food and beverage options for all its employees. The 2012 IOM report includes a goal for governments and decision makers in the business community/private sector to create food and beverage environments that reduce unhealthy food and beverage options while increasing healthier food and beverage options at affordable, competitive prices, that is—ensure that the healthy choice is the easy choice. The Vidant efforts began in the 1980s but in earnest in 2003 (Figure 1). In earlier issues of *Perspectives on Patient Care* we described the Eat Smart Move More North Carolina movement and Vidant Medical Center's leadership role in defining healthy food environments (Kolasa, Poole, Chatman et al, 2005; Kolasa, Gaskins, Dial et al, 2006; and Kolasa, Currie, Dial et al, 2009). When we began the journey to create a healthy food environment there was no road-map or national standard to guide the effort. And although many groups like the American Heart Association (Gidding, 2009), the American Cancer Society (Kushi, 2012) and the Institute of Medicine (2012), are calling for the creation of environments that support individual efforts to achieve and maintain a healthy weight, there is still no single best path. For example, some hospitals have chosen to remove all fryers or eliminate all sugar sweetened beverages or have meatless days (Gidding, 2009; Health Care without Harm, 2012). Vidant Health has adopted strategies that provide healthy and affordable choices while retaining personal choice. This paper describes the

rationale behind the efforts that have made Vidant Health a national leader in this arena (Kolasa and Thornhill, 2011; CDC, 2011, Gaskins 2012).

Healthy dining since 2003.

Vidant Medical Center has been a leader in creating a healthy food environment since 2003 when it first joined the *Winners Circle Healthy Dining Program*. By 2005 in its main cafeteria, nutrition information was available at point of purchase and a “healthy meal of the day” was featured and available during all shifts. In 2008 Vidant Medical Center was among the first Centers of Excellence in the NC Prevention Partners/North Carolina Hospital Association’s (NCPH) healthy food environment program. Vidant Health was a key player in helping shape this program which was awarded a **Healthy Living Innovation Award** from US Health and Human Services Secretary Kathleen Sebelius in 2011 in recognition of this cutting edge work in health promotion that helped hospitals across North Carolina change the way they prepare, serve and market food to staff and visitors.

In an effort to make the healthy choice the easy to find choice, the “Pick Well Live Well” icon was used throughout the hospital system and identified foods meeting a healthy criteria (Table 1). The icon was selected by a vote of employees and developed by the marketing department in 2010. By 2011 all Vidant Health hospitals had earned “red apple status” from the NCPH program, recognizing that it met the five standards of 1) providing access to healthy foods; 2) used pricing structure to incentivize customers to purchase healthy items; 3) use marketing techniques to promote healthy foods; 4) use benefit design and/or wellness incentives to encourage behavior change; and 5) implement education campaign to promote the healthy food environment with staff and visitors. While meeting these standards, our best estimate was that less than 40% of foods and beverages sold on Vidant campuses were “healthy”. To ensure that the healthy choice was the easy choice for employees and visitors, more needed to be done.

The ECHI Opportunity.

East Carolina Heart Institute (ECHI) opened with a café promising that most of the food and beverages served in that venue would meet a heart health promoting criteria. This was a unique

opportunity to explore what it would really take to create an eatery or café that met the goals of the Dietary Guidelines for Americans (USDA, 2010) and the science based recommendations for heart healthy eating. A committee that included dietitians as well as food service professionals created the Guiding Principles for the ECHI eatery (Table 2). The ECHI café and its vending achieved the goal of providing a food environment where healthy was the norm rather than the exception. There were and continue to be obstacles to maintaining this type of food environment such as lack of food products that qualify, accurate ingredient measurements and consistent portion control, the financial concerns of the food service operator and of the Service League of Greenville, and customer morale. Since we do not have the scientific evidence to prove that the “health benefits” exceed these “cost” these standards have not been extended to all Vidant Health food environments. The ECHI café remains a popular eatery as well as a nutrition education laboratory for employees, patients and visitors to the Heart Center.

The food market place and consumer preferences are changing and at some time in the future the ECHI café model may be applied to all eateries across Vidant Health. Until then, members of the Nutrition Initiative continued to study what type of food environment would positively affect the health and wellbeing of Vidant employees and visitors.

Red Apple Hospitals.

The Nutrition Initiative committee determined it would not be feasible at this time to ensure that most foods and beverages sold at onsite food venues, including vending, would meet the *Pick Well Live Well* criteria. However, it could be possible that most foods and beverages could be in healthy portion sizes of appropriate calorie levels. The NCPP program continues to evolve and now the top achievement is a “Gold Apple”. All Vidant hospitals are working to achieve this status.

Calories Count. Faced with the alarming statistics that 74% of Vidant Health employees were overweight or obese (as measured at WellScreen) it was clear that more needed to be done to assist employees and visitors to the hospital campus to achieve and maintain a healthier weight. In 2010, the Nutrition Initiative proposed a Healthy Food Environment Policy with four key principles: 1) 75% of food and beverage options at onsite food venues meet healthy criteria; 2) 60% of food and beverages at company sponsored events meet healthy criteria; 3) price leverage healthy options and 4) label calories and servings size on all foods and beverages. This policy is in keeping with the national nutrition policy that encourages us to enjoy our food while eating less. The policy was approved and endorsed by hospital administration with a target date of January 2012 for full implementation and affected any eatery or vending on a Vidant Health campus including cafeterias, coffee shops, food carts, and vending machines. The implementation of the policy was overseen by a Steering Committee composed of a champion appointed by each Vidant hospital's president. Time was needed to prepare for this food environment since it's not as simple as it might seem to calculate the caloric content of menu items and price leverage and design a method for displaying that information at point of purchase or service, and train staff to meet the requirements. To meet the policy required re-tooling of menus, finding and taste testing food products that meet the healthy criteria and prepare marketing and education materials. While there was no how-to manual for creating a healthy food environment, the NCPP WorkHealthy America program (<http://www.ncpreventionpartners.org/dnn/WorkHealthyAmerica/tabid/75/Default.aspx>) had useful audit tools that were applied. Questions that emerged about interpretation of the policy during the roll out were discussed and Definitions to Support the Policy were developed by the Steering Committee.

It is important to note that the Service League of Greenville has joined the efforts to provide healthier items on their hospitality cart, in the gift shop, in the vending, coffee shop and coffee bars. The funds from these sales are returned to the hospital for projects, programs and equipment such as efforts like the McConnell-Raab Hope Lodge, the Service League of Greenville Interfaith Chapel, the service League of Greenville Inpatient Hospice, the East Carolina Heart Institute and a kid friendly lobby at Vidant Children's Hospital.

A Calorie Definition for “Healthy”. A committee of dietitians, in consultation with the food service operators throughout Vidant Health, proposed a definition of healthy that was focused on appropriate calories for portion size of different foods (Table 3). There is evidence that reducing portion sizes (or downsizing) leads to reduced caloric consumption which results in weight maintenance or weight loss (Schwartz et al, 2012). And, it is reasonable to expect that with reduced portion size a reduction in sodium, saturated fat and sugars would follow. While the Vidant policy focuses on calories, the dietitians and wellness specialists ask that all involved support the spirit of the policy which is to provide fruits, vegetables, lean meats, fish, and to use food preparation techniques that maintain the healthfulness of the foods and beverages served. The impression in eateries, vending and company sponsored events should be that healthy food and beverages predominate. This policy maintains personal choice while making it easy to “eat less” as recommended in the 2010 Dietary Guidelines for Americans.

Application to Company Sponsored Events. One of the important features of the Healthy Food Environment Policy is that it affects not only the food and beverages for sale on the hospital campus but also the food and beverages purchased using company funds. For a few years it had already been required that water and at least one healthy option would be available at company sponsored events but in January 2012 60% of food and beverages must meet the calorie goals. This affects everything from executive, staff and Board lunches, to the employee picnic, community fund raising events, open houses, awards receptions and meetings. To facilitate these two Tool Kits were created, one for Vendors and another for Event Planners. Vendors who had provided food or beverages for Vidant events were invited to attend a Webinex training, supplied a Vendor Tool Kit that outlined the policy and were invited to become a preferred Vendor. Vidant employees who place orders for food and beverages using company funds received an Event Planner Tool Kit and were invited to participate in a Webinex. As of June 2012, 9 hospital food services and 14 other vendors have taken the Pledge that makes them a preferred vendor. Some have created special menus for Vidant that make it easy for the event planner to select an appropriate menu. These toolkits are posted on the Vidant Intranet.

Calorie labeling. Section 4205 of the Patient Protection and Affordable Care Act of 2010 requires restaurants and similar retail food establishments with 20 or more locations to list calorie content information for standard menu items on restaurant menus and menu boards, including drive-through menu boards. Other nutrient information – total calories, fat, saturated fat, cholesterol, sodium, total carbohydrates, sugars, fiber and total protein – would have to be made available in writing upon request. The Act also requires vending machine operators who own or operate 20 or more vending machines to disclose calorie content for certain items (FDA, 2010). While Vidant Health would be exempt from this regulation, the rationale to provide consumers who are eating away from home with important information as they make their food choices clearly applies to all eateries and vending on Vidant campuses and all catering.

Making healthy affordable.

Inspired by the success reported by First Health of the Carolinas (CTRT, 2010) in shifting employee purchases to healthier options through a pricing incentive without losing revenue, a committee of Vidant finance officers developed a price leveraging strategy to ensure the healthy choice was the more affordable choice. It was hoped that a 25% price differential between healthy and less healthy “like” items would be substantial enough to influence purchasing behaviors toward the healthier item. For example, in the Vidant Medical Center main cafeteria a 3.5 ounce oven baked chicken breast (165 calories) costs \$1.83 while 3.5 ounce fried chicken breast (270 calories) is \$2.47. While it is too early to assess the impact of this policy on both the revenues of the eateries and the caloric intake of the patrons, during the first six months of implementation, a 65% increase in the purchase of healthy items was recorded for the Vidant Medical Center cafeteria and café.

Nutrition education campaign helps customers use healthy food environment

Vidant Employee Wellness programs have provided healthy nutrition messages from its inception (Figure 1). There is strong evidence that health promotion programs in the workplace are associated with reduced absenteeism, higher quality performance and productivity and lower health care costs (IOM, 2012). To ensure that the implementation of the Healthy Food Environment Policy will impact the overweight/obesity rates of Vidant employees, education is about healthy eating is critical. A team of wellness specialists and registered dietitians representing all Vidant hospitals planned a 20 month nutrition education campaign (Table 4) which kicked off in spring 2012. The Vidant campaign with “Calories Count” to enhance the employees’ ability and desire to use the calorie labeling in all food venues. While we don’t have a measure of the understanding Vidant Health employees have about calories, anecdotally we know that many do not know their own daily caloric needs or how to use calorie labeling. Those that have studied consumer understanding of caloric requirements find that while many people know their calorie needs, some segments of the population, more education is needed if calorie labeling is to be an effective strategy in solving the obesity crisis (Bleich and Pollack, 2010; Dietary Guidelines Alliance, 2010).

The rest of the campaign piggy backs on a USDA campaign to promote the Dietary Guidelines for Americans. And, Vidant has become a Community Partner in the USDA effort to ensure employees receive consistent and actionable messages to improve their nutritional status. (<http://www.choosemyplate.gov/partnerships/communitypartnerslist.aspx>). Each hospital will take leadership for the development of one of the messages. And while the message will be consistent throughout the Vidant system, the events and implementation may vary by hospital. The campaign will utilize various means of communication with employees from use of electronic signs to the Intranet to table tents and posters to samplings and taste tests.

Vidant Health is In step

In recent years several organizations including but not limited to the American Heart Association, the American Cancer Society, the Center for Disease Control have issued calls for increased access to affordable, healthy foods in communities, worksites, and schools, and decrease access to and marketing of foods and beverages of low nutritional value, particularly to youth. And to provide safe, enjoyable, and accessible environments for physical activity in schools and worksites, and for transportation and recreation in communities.

In August 2010, an expert panel convened by the CDC concluded that the health section and public health have an opportunity to address the nation's chronic disease burden and health care costs by promoting healthy hospital food environments (Wiseman et al, 2010). The panel suggested that healthy food be defined not only by nutrition standards but also by an economically and environmentally sustainable food system. It called for food policies to cover all venues including cafeterias, vending machines, snack carts and gift shops. This group also called for policy and environmental approaches to improve physical activity, breastfeeding and tobacco-free environments in hospitals. In 2012 CDC announced plans for a national campaign for hospitals to build prevention into their strategic framework to support employee, patient and community health.

The Institute of Medicine's committee that developed the report *Accelerating Progress in Obesity Prevention* (2012) was confident that if we have strategies that can solve the obesity crisis and encourages everyone to work together at the societal level to speed progress. Vidant Health has shown a commitment to working with others to solve this complex problem in part by as the report suggests "supporting individuals' and families' abilities to make healthy choices where they work, learn, eat, and play".

Scottie Gaskins and Rose Ann Simmons are employees, Vidant Health. Njeri Njuguna and Andy White are with ARAMARK a contract foodservice management company at Vidant Medical Center. Kathy Kolasa is consultant, Vidant Health.

References

Center for Disease Control. (2011). Improving Hospital Food and Beverage Environments. Healthy Hospital Practice to Practice Series (P2P). Issue 3, 2011. http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/p2p/P2P_Food_Issue3.pdf Accessed June 7, 2012.

CRT (Center of Excellence for Training and Research Translation), University of North Carolina Chapel Hill Center for Health Promotion and Disease Prevention . (2010). Healthy Food Environments Pricing Incentives.

http://www.center-trt.org/downloads/obesity_prevention/interventions/hfe/NCPP_HFE_Template.pdf

Accessed June 7, 2012.

Dietary Guidelines Alliance. (2010). 2010 Dietary Guidelines Alliance Consumer Research . Motivating Families to Lead a Healthier Lifestyle in 2011 and Beyond. http://www.sne.org/documents/2010_Dietary_Guidelines_Alliance_Report_FINAL.pdf Accessed June 7, 2012.

Food and Drug Administration. (2011). New Menu and Vending Machines Labeling Requirements. <http://www.fda.gov/food/labelingnutrition/ucm217762.htm> Accessed June 7, 2012.

Health Care Without Harm. (2012). Balanced Menus Challenge. Healthyfoodinhealthcare.org Accessed June 7, 2012.

Health Care Without Harm. (2012). Hydrate for Health. http://www.noharm.org/lib/downloads/food/Hydrate_For_Health.pdf Accessed June 7, 2012

Institute of Medicine. (2012). Accelerating Progress in Obesity Prevention. Solving The Weight of the Nation. The National Academies Press, Washington DC, www.nap.edu, 2012.

Gaskins S, (2012). Healthy Hospital Food Environment: Policy & Programs in Practice . Presented at CDC Weight of Nation Conference. Washington DC. May 2012.

Gidding, Samuel S., Lichtenstein, A. H., Faith, M.S., Karpyn, A., Mennella, J.A., Popkin, B., Rowe, J., Van Horn, L., & Whitsel, L. (2009). Implementing American Heart Association Pediatric and Adult Nutrition Guidelines: A Scientific Statement From the American Heart Association Nutrition Committee of the Council on Nutrition, Physical Activity and Metabolism, Council on Cardiovascular Disease in the Young, Council on Arteriosclerosis, Thrombosis and Vascular Biology, Council on Cardiovascular Nursing, Council on Epidemiology and Prevention and Council for High Blood Pressure Research. *Circulation*. 119, 1161-1175.

Kolasa, K.M., Poole, D.A., Chatman, M., Nelson, C., Gaskins, S., & Holliday, A. (2005). The UHS Nutrition Initiative: Enhancing the ability of patients, employees and the community to "Eat Smart and Move More". *Perspectives in Patient Care*, 2005. 19, 33-40. <http://hdl.handle.net/10342/3680>. Accessed June 7, 2012

Kolasa, K., Gaskins, S., Dial, J., Holliday, A., Currie, R., Commeaux, P., & Robertson, R. (2006). Healthy hospital food environment: The PCMH Story. *Perspectives in Patient Care*, 2006, 20, 44-54. <http://handle.net/10342/3684>. Accessed June 7, 2012

Kolasa, K., Currie, R., Dial, J., Gaskins, S., & Simmons, R.A. for the University Health Systems Nutrition Initiative. (2009) Pitt County Memorial Hospital Plays a role in the "Eat Smart Move More North Carolina" Movement. *Perspectives in Patient Care*, 2009. 22, 52-60. <http://handle.net/10342/3681>. Accessed June 7, 2012.

Kolasa, K.M., Dial, J., Gaskins, S., & Currie, R., (2010) R. Moving Toward Healthier Eating Environments in Hospitals. *Nutrition Today*. (45):54-63.

Kolasa, K.M., & Thornhill, A. (2011). NC Prevention Partners' Healthy Hospital Program. Letter to editor. *Topics in Clinical Nutrition*. (26), 95. DOI 10.1097/TIN.Ob013e3182193265,

Kushi, L.H., Doyle, C., McCullough, M., Rock, C.L., Demark-Wahnefried, W., Bandera E.V., Gapstur S, Patel AV, Andrews K, Gansler T, and The American Cancer Society 2010 Nutrition and Physical Activity Guidelines Advisory Committee. *Nutrition and Physical Activity Guidelines for Cancer Prevention*. CA: *A Cancer J for Clinicians*. 2012. 62(1):30-67. <http://onlinelibrary.wiley.com/doi/10.3322/caac.20140/full>
Accessed June 7, 2012

Schwartz J, Riis J, Elbel B, Ariely. Inviting consumers to downsize fast-food portions significantly reduces calorie consumption. *Health Affairs*. 2012. (2):399-407.

Winners Circle Healthy Dining Program.

<http://www.ncpreventionpartners.org/dnn/WhatWeDo/Programs/WinnersCircle/tabid/76/Default.aspx>

Accessed June 7, 2012.

USDA. 2010 Dietary Guidelines for Americans. <http://www.cnpp.usda.gov/dietaryguidelines.htm>
Accessed June 7, 2012.

Wiseman A, Boothe A, Reynolds M, Belay B. Healthy Hospital Choices: Recommendations and Approaches from an Expert Panel. Center for Disease Control and Prevention. Division of Nutrition, Physical Activity and Obesity, Atlanta Georgia, 2010.
<http://www.cdc.gov/nccdphp/dnpao/hwi/resources/index.htm>

Table 1 *Pick Well Live Well* criteria

Table 2 ECHI guiding principles

Table 3 Definition of Healthy for 2012 Vidant Healthy Eating Environment Policy

Table 4 Vidant Health Nutrition Education Campaign

Figure 1. Wellness Timeline

Table 1. UHS Pick Well Live Well – Healthy Choice Criteria

MEAL

It is recommended that eateries provided at least one Pick Well Live Well meal choice at every dining shift.

Definition: The “Featured Meal of the Day” refers to a complete plate or combination of food offered for breakfast, lunch or dinner. Typically, this includes a main dish and side item(s). To qualify, a “Meal” must include *two or more* of the following:

- fruit/vegetable
- whole grain
- lean protein (i.e., skinless poultry, lean beef or pork, fish/seafood (includes salmon), tofu, beans/legumes, eggs, etc.)

Calories	less than 800 per meal
Total fat	max 35% of calories
Saturated fat	max 10% of calories
Trans fats	less than 0.5 grams (negligible amount)
Sodium	less than 1000 mg/meal

SNACKS

Every snack machine and the gift shop (where applicable) should have at least 1 (more would be preferable) snack item that meets the criteria that follows. That snack should be in the vending machine in a facing that is at eye level. The snack should not be priced higher than other snacks in the machine.

Items that are meal replacements (e.g., sandwiches, meal replacements bars, shakes, and yogurt) are not included in this definition.

Definition: The “Snack” category refers to packaged or proportioned items such as pretzels, chips, crackers, cookies, yogurt, or quick breads/muffins.

A Pick Well Live Well snack is defined as PER PACKAGE:

Calories	less than 200
Sugar	max 35% calories from total sugars
Total fat	max 35% calories*
Saturated fat	max 10% calories
Trans fat	less than 0.5 g
Sodium	less than 480 mg

*100% nuts or seeds are EXEMPT from the fat criteria

BEVERAGES

Water should be available at every vending location and should not be priced higher than any of the other beverages vended at that place.

Considering sugar sweetened beverages are a significant contributor to excess calories consumed, 50% of the beverages in a machine be “diet” or “reduced calorie. Recommend that both water and “diet” beverages be priced at a lower price than the full calorie beverages.

Definition: The “Beverage” category refers to all beverages sold in hospital eateries, including vending machines and gift shops.

A Pick Well Live Well beverage is defined as:

- Diet soda
- Water and flavored water have less than 50 calories per 8 ounce serving
- Unflavored skim, 1% or soy milk
- 100% real fruit juice: maximum serving size of 12 oz.
- Sports drinks be less than 50 calories per 8 ounce serving

Additionally, flavored coffees should have no more than 100 calories per 12 ounce serving and have low or no fat additives available.

Table 2. Guiding Principles for Foods Offered at East Carolina Heart Institute, 2009

At the East Carolina Heart Institute, it will be the norm, not the exception, to find foods and beverages sold that will meet the heart healthy criteria.

- 80% of the food and beverages sold will Meet the heart health standards.
- Foods that NOT meet the criteria will carry a sticker indicating their exception. One example is a food labeled “higher sodium.”
- Items that are heart healthy are priced to Encourage purchase.

Customers at the Heart Institute Café can be assured that the foods and beverages will generally fit into a heart health eating plan of 2,000 calories per day.

The foods and beverages selected for service are:

- Mindful of the need to limit calories, saturated fat, cholesterol, caffeine and sodium.
 - No single dish or drink will have more 800 calories; meats will be lean; dairy Products will be reduced fat.
 - A 6 ounce main dish will have less than 19.5 grams of saturated fat; a 10 ounce product will have less than 26 grams of fat.
 - herbs
 - A 6 ounce main dish will have less than 6 grams of saturated fat; a 10 ounce product will have less than 8 grams of saturated fat.
 - A 6 ounce main dish will have less than 90 milligrams of cholesterol; a 10 ounce product will have less than 120 milligrams of cholesterol.
 - A 6 ounce main dish will have less than 720 milligrams of sodium; a 10 ounce product will have less than 960 milligrams of sodium.

- Caffeinated beverages and foods will have no more than 15 milligrams of caffeine per ounce.
- Mindful to include food constituents that have positive benefits such as antioxidants, dietary fiber, omega-3 fatty acids, phytosterols and monounsaturated fats and oils.
 - Fish served will be high in omega-3 fatty acids.
 - Vegetarian dishes will be available.
 - All breads and cereals will be whole grain; oat products will be offered.
 - Nuts will have less than 4 grams of saturated fat in 50 grams (1.75 oz). These include walnuts, almonds, hazelnuts, peanuts, pecans, some pine nuts and pistachios.
 - Seeds available include sesame, pumpkin, sunflower and flaxseed.
 - Products with plant sterol esters, plant Sterols and/or enhanced with omega-3 fatty acids will be available.
- Prepared in a heart healthy manner (e.g., no deep fat fried foods, only use of canola, Sunflower or olive oil); flavored with and spices rather than sodium.

The food and beverage selections have been reviewed by registered dietitians with Additional expertise in cardiac wellness. Nutrition information is available for all foods and beverages sold upon request.

Table 3. Definition of “Healthy” For 2012 Vidant Healthy Food Environment Policy

Per serving calorie criteria as outlined below:

Main dish < 500 calories

Side item < 250 calories

Meal < 800 calories

Soup (8 oz.) < 225 calories

Desserts/breads < 200 calories

Snacks < 200 calories

Condiments < 75 calories

Beverages

-water, sports drinks, diet sodas, juice drinks < 50 cal/8 oz.

- milk and coffee drinks < 100 cal/ 8 oz

- 100% juice no cal limit; 12 oz. max.

Table 4. Nutrition Education Campaign

Time	Topic	Sample Actions
April-June 2012	Calories Count: How Many Do You Need?	<ol style="list-style-type: none"> 1. Distribute flyers with tear off tabs with site to learn: www.caloriescount.com Direct employees via Find it Fast to Vidant Wellness website: www.LiveHealthyVidantHealth.org and Wellness App. 2. Set up table in cafeteria and aid employees in determining calorie needs with a prize drawing each month from those who requested calorie needs by the RD.
July-Sept 2012	Check the Facts	<ol style="list-style-type: none"> 1. Distribute table tents showing how to read and use the info on food labels. 2. Hold Crossword puzzle contest using Facts Labels 3. Email blasts promoting label reading
Oct-Dec 2012	Enjoy Your Food But Eat Less	<ol style="list-style-type: none"> 1. Introduce Supertracker site www.choosemyplate.com Eat Less via email and posters to raise awareness of portion sizes and balance in the diet. 2. Supply blank food journal sheets and instructions at convenient facility locations to promote portion size awareness. 3. Showcase healthy portion sizes in cafeterias with labels listing amounts of each food item.
Jan-Mar 2013	Avoid Oversized Portions	<ol style="list-style-type: none"> 1. Emphasize food portioning by reading food labels and measuring. Provide measuring demonstrations in the cafeterias throughout the month. 2. Refer employees to www.choosemyplate.gov for portioning tips. 3. Posters with lists of activity time needed to burn calories of super-sized foods.

- | | | |
|-----------------|--|---|
| April-June 2013 | Drink Water Instead of Sugary Drinks | <ol style="list-style-type: none"> 1. Cafeteria display with interactive table with soda and juice choices beside actual amounts of sugar. 2. Table tents depicting beverage choices with calorie listings and alternatives. 3. Emails referring employees to www.extention.org for A Day of Beverages. |
| July-Sept 2013 | Make Half Your Plate Fruits and Vegetables | <ol style="list-style-type: none"> 1. Hospital/departmental Lunch and Learns educating staff about the health benefits of 5+ fruits and vegetables a day. 2. Cafeteria taste tests of unique vegetable dishes. Aid chef's in devising healthy vegetable and fruit recipes. 3. Encourage fresh, locally grown in-season fruits and vegetables via posters or flyers throughout hospital. |
| Oct-Dec 2013 | Switch to Skim or Low-Fat Milk | <ol style="list-style-type: none"> 1. Hold blind taste tests in cafeteria of skim, 2% and whole milk. 2. Refer to www.NationalDairyCouncil.org to download kits on Lactose Intolerance and Dairy Is More Than Just Milk. 3. Cafeteria featuring healthy holiday desserts high in calcium. 4. Emails depicting the benefits and the nutritional quality of milk and low fat dairy foods. |

Healthy Food Environment Policy



Approved & Endorsed by: Dave McRae, CEO, March, 2010
Effective Date: January 1, 2012

Overall Goal: Healthy Food Environment is the Norm, not the Exception

A healthy food environment is the norm for all eateries and vending on Vidant Health campuses and at all company-sponsored events by following four key principles that make it easy and affordable to select healthy choices while dining at or with Vidant Health.

The policy contains four key principles:

75% of food and beverage options at onsite food venues meet healthy criteria

75% of food and beverages offered through Vidant Health food venues such as onsite eateries, cafeterias, snack shops, and vending shall meet "healthy" criteria.

60% of food and beverage options at company-sponsored events meet healthy criteria

60% of food and beverages purchased by Vidant Health and offered at company-sponsored events to any audience meet "healthy" criteria. This may range from a staff lunch, employee picnic, community fund raising event, open house, awards reception, board meeting and others.

Price leverage healthy options

Implement a pricing strategy that prices "right sized" portioned foods and beverages that meet the Vidant Health definition of "healthy", lower than those that do not meet the standard. This applies to all Vidant Health food venues (eateries and vending).

Label calories and serving size on all foods and beverages

100% of all foods and beverages sold at Vidant Health food venues (eateries and vending) or offered at company-sponsored events shall contain visible calorie labeling per serving and serving size.

Definitions to Support the Policy

The following provides definitions or clarification to support the key principles of the healthy food environment policy.

Food Venues. Any eatery or vending on a Vidant Health campus including cafeterias, coffee shops, food carts, vending machines. This includes self-ops, contracted vendor operations, service league/auxiliary run operations, and vendors allowed/contracted to come onsite to sell food. Exemptions from the policy include gift shops and hospitality carts that may sell pre-packaged candies/snacks unless they serve as an eatery with food prepared onsite or catered in for resale.

Company-Sponsored Event. Any food purchased by Vidant Health for events such as meetings, training/in-services, celebrations, open houses/ribbon cuttings, board meetings, fund-raising events, marketing and promotional events, etc. for any audience such as employees, visitors, doctors, medical practices, vendors, board, etc. This applies to any department or individual ordering in which any Vidant Health entity is paying all or part of the bill. The vendor of the catered food may be internal or external to the organization. Exemptions include food provided by staff or leader from personal funds such as pot lucks and personally funded fund-raisers. Also exempt, events in which guests dine-in at a restaurant and order directly from a menu or buffet; however, efforts should be made to host such events at establishments that offer healthy choices.

Vidant Health. Any of the hospitals, subsidiaries, physician practices or other entities that are owned or leased by Vidant Health including but not limited to hospitals, subsidiaries, physician practices, outpatient services, foundations. Managed entities may opt to participate.

Price Leverage. Apply price differential substantial enough to influence the purchasing behaviors of consumers towards healthy choices. Establish an average minimum of 25% price differential between healthy and less healthy "like" items (i.e., entrée to entrée, side to side etc.) at all food venues such as eateries and vending. The differential may be achieved by raising the price of less healthy choices, lowering the price of healthy choices or a combination of the two. The spirit of special promotions, meal deals and discounts should also leverage healthy choices.

Calorie Labeling. Must provide visible calorie labeling and serving size on the product or at the point of purchase/serving line for 100% of items to allow consumers to make informed choices. Examples include:

- manufacture's package label
- stickers affixed to the package/box
- signage in front/on the serving line via poster, table tents
- signage affixed to the cooler/case/vending machine

Exception to 100% labeling approved for chef specials – i.e. special recipe not planned. However if it becomes a repeat menu item, calorie labeling is required.

Serving size. Serving lines, plated and packaged foods should include proper serving-sized portions. If prepackaged items include more than one serving, labeling should clearly state serving size. If self service, the serving size must be demonstrated via a plated example or signage describing or illustrating the proper serving size. This does not restrict the consumer from taking more than the appropriate serving, yet allows them to make an informed choice.

"Healthy" Definition. For the purposes of the healthy food environment policy, "healthy" is defined as

- Meeting the "Pick Well Live Well" criteria
- OR**
- Per serving calorie criteria as outlined below:
 - a. **Main dish <500 calories**
Single entrée or meal component such as casserole, sandwich, 5 oz serving of meat or fish
 - b. **Side item <250 calories**
Rice, potatoes, bread/rolls, fruits, vegetables
 - c. **Meal <800 calories**
Featured meal/pre-plated meal with main dish and sides
 - d. **Soup (8 oz.) <225 calories**
 - e. **Desserts/breads <200 calories**
Desserts/quick breads/muffins/rolls/breads
 - f. **Snacks <200 calories**
 - g. **Condiments <75 calories**
1 Tbsp. mayo, ketchup, mustard, dressing
 - h. **Beverages (8 oz.)**
-plain or flavored water, sports drinks, diet sodas, juice drinks <50 calories per 8 oz
-milks and coffee drinks <100 calories per 8 oz
-100% juice **no limit on calories; 12 oz max**

% Healthy. The % healthy is to be applied per location:

- **Eateries** – per location of each eatery; does not have to apply to each station within the eatery.
- **Vending** – per vending area, for example if only one machine in that area, 75% of the slots in the machine must have healthy items. If a vending area with multiple machines, one may opt to meet criteria in each machine or achieve 75% of the combined slots across the suite of machines.
- **Catering/Company Events** – The 60% healthy options at company-sponsored events is to be applied to the collective offerings of food and the collective offerings of beverages at each event. This applies to the total number of items on the menu served at the event, not on the volume of each item available to be served. For example, if 10 food items are served, 6 or more must meet the healthy definition. If only 2 items are served, both must meet the definition.

Spirit of Healthy. Although the minimum criteria for "healthy" is based only on calorie and portion size, the overall goal is that the majority will meet the stricter criteria of Pick Well Live Well which also limits the amount of fat, trans fat, dietary cholesterol, sugars and sodium –all ingredients known to increase risks for chronic disease and promotes foods with health properties, such as dietary fiber. To meet the spirit of this policy, there should be an effort to make available 24 hours/7 days a week, foods with health-promoting properties: fruits, vegetables, whole wheat food products, lean meats and fish, low-fat vegetarian dishes, nuts and other "good fats" in appropriate portion sizes and use health-promoting food preparation techniques, minimizing less-healthy cooking methods such as frying. **The impression in eateries, vending and company-sponsored events should be that healthy food and beverages predominate.**