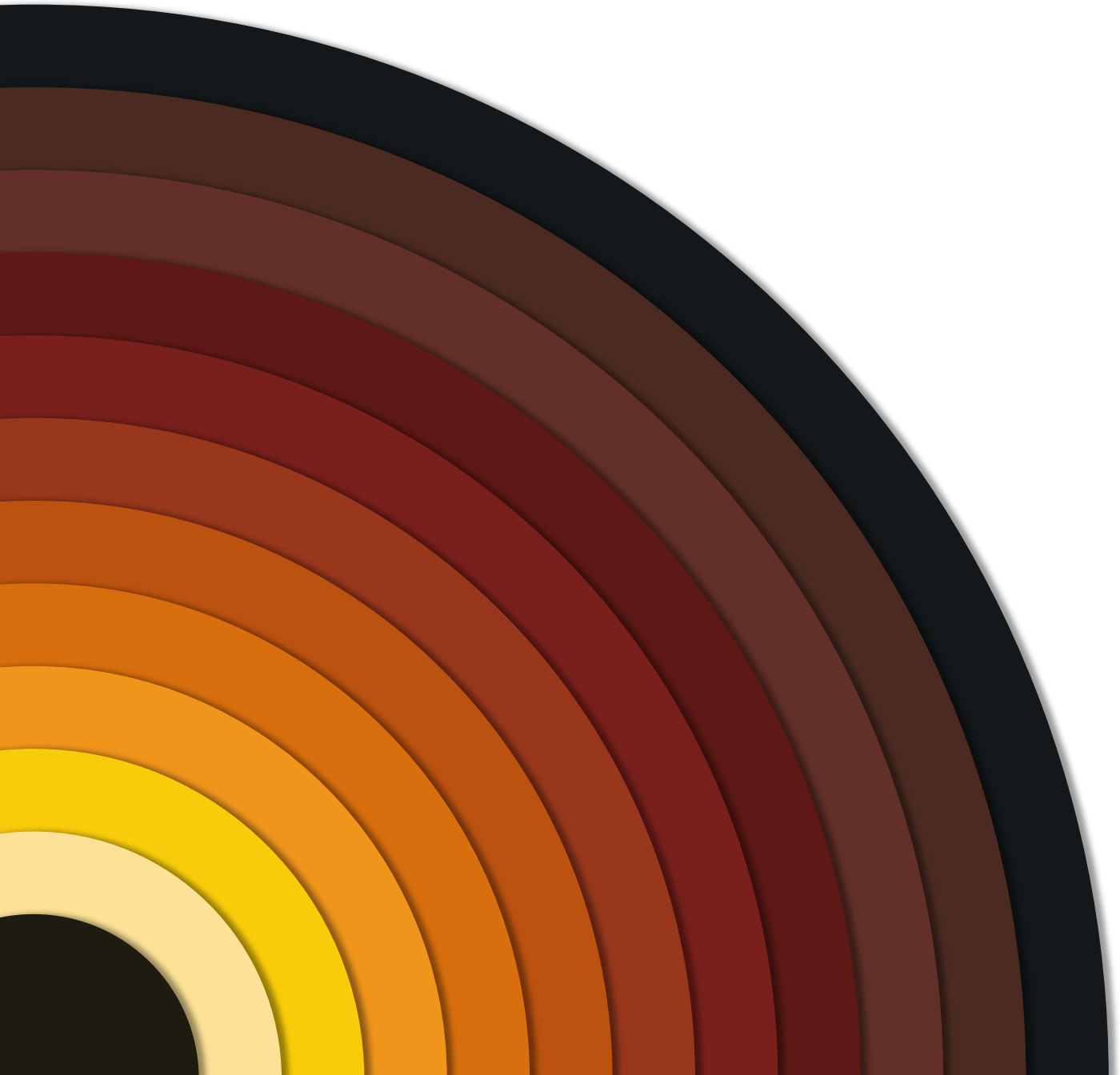
2015

Toolkit:
Creating a Healthy Workplace Nutrition Environment

The Ontario Society of Nutrition Professionals in Public Health
Workplace Nutrition Advisory Group



Authors

Creating a Healthy Workplace Nutrition Environment Toolkit was prepared by the Ontario Society of Nutrition Professionals in Public Health (OSNPPH) Workplace Nutrition Advisory Group:

Writer:

Ellen Gregg
Chair of the OSNPPH Workplace Nutrition Advisory Group
Public Health Nutritionist
Region of Waterloo Public Health and Emergency Services

Editors:

Elsie Azavedo Perry
Public Health Nutritionist
Haliburton Kawartha Pine Ridge District Health Unit

Shannon Edmonstone
Public Health Nutritionist
Perth District Health Unit

Laura Goyette
Public Health Dietitian
Haldimand-Norfolk Health Unit

Carol Haberman
Public Health Dietitian
Brant County Health Unit

Jessica MacKay
Public Health Dietitian
Halton Region Health Department

Connie Mallette
Registered Dietitian
Lambton Public Health

Mariel Munoz Tayraco
Public Health Nutritionist
Windsor-Essex County Health Unit

Lisa O'Brien
Public Health Dietitian
Algoma Public Health

Wai-May Wong
Public Health Dietitian
Peel Public Health

Contributors:

Nancy Geronazzo
Public Health Dietitian
Peel Public Health

Uma Sebastiampillai
Public Health Dietitian
Halton Region Health Department

Copies of this document can be downloaded in PDF format from the OSNPPH website:
www.osnpph.on.ca/workplace-nutrition-advisory-group

For more information please contact: info@osnpph.on.ca

Audience

This toolkit was designed to help **workplace health intermediaries** create a Healthy Workplace Nutrition Environment in their workplace.

Acknowledgements

The OSNPPH Workplace Nutrition Advisory Group thanks Communication Services of the Haldimand-Norfolk Health Unit for the design of this toolkit.

Suggested Citation

Ontario Society of Nutrition Professionals in Public Health Workplace Nutrition Advisory Group. 2015. Creating a Healthy Workplace Nutrition Environment Toolkit.

©2015 OSNPPH

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

youtube.com/workplacenutrition

twitter.com/RDsPubHealthON

Table of Contents

Assessment Tools

1. A. Healthy Eating in the Workplace Checklist (Excel)
1. B. Healthy Eating in the Workplace Checklist (Word)
2. Vending Machine Assessment Tool (Excel)
3. Retail Settings Assessment Tool (Excel)

Section 1: Management Support

1. Mission and Vision Statement
2. Addressing Work Related Stress
3. Management Encouragement
4. Being a Role Model
5. Management Following Policies
6. Addressing Weight Bias with Managers
7. Educating Managers
8. Encouraging Meal Breaks

Management Support Resources

9. Business Case
10. Getting Buy-In

Section 2: Committee Approach

1. Establishing a Committee that Addresses Wellness
2. Management Representation on the Committee
3. Organizing the Committee
4. Educating Committee Members
5. Sample Survey Questions
6. Creating a Work Plan
7. Evaluating Committee Actions and Activities
8. Effective Communication

Section 3: Food Donations

4. Workplace Food Donations

Section 4: Food Offered in the Workplace

1. Use of Food as an Incentive
2. Use of Food as a Reward
3. Food in Common Areas
4. Workplace Celebrations
5. Meetings and Events

Section 5: Education

1. Access to Registered Dietitians
2. Education on Weight Bias
3. Credible Healthy Eating Education for Employees
4. Factors that Influence Eating Habits
5. Taking the Focus Off Weight
6. Working with Health Promotion Organizations
7. Food Skills for Employees
8. Education for Family Members
9. Workplace Social Support

Section 6: Eating Area

1. Safe and Pleasant Eating Areas

Section 7: Equipment

1. Food Storage and Preparation Equipment

Section 8: Meal Breaks

1. Meal Breaks

Section 9: Food Sold in the Workplace

1. Fundraising for External Charitable Causes
2. Workplace Fundraisers
3. Vending Machines
4. Retail Settings

Section 10: Workplace Policy

1. Harassment Prevention
2. Incentives
3. Rewards
4. Fundraisers
5. Workplace Celebrations
6. Meetings and Events
7. Vending Machines
8. Retail Settings

Assessment

Tools

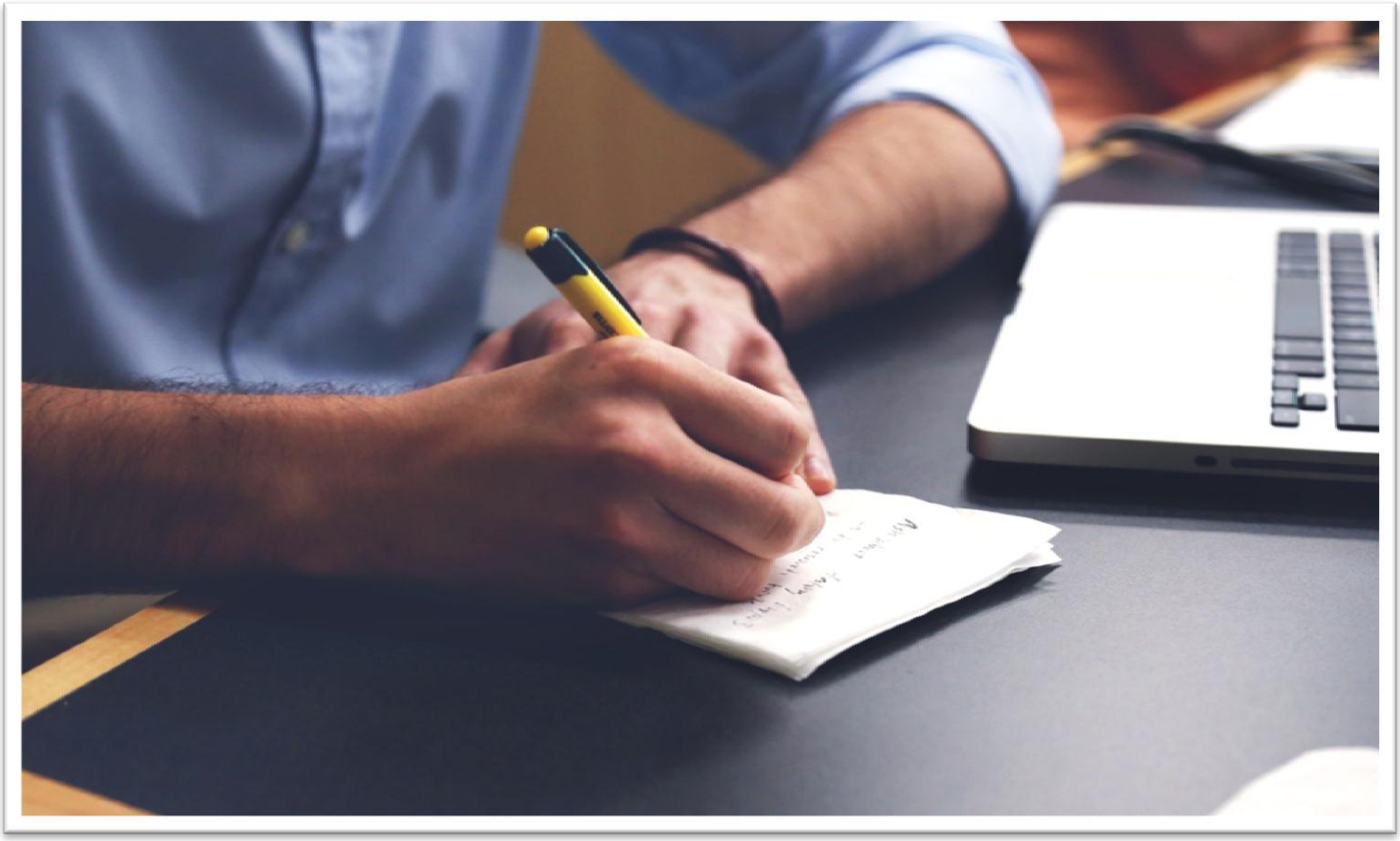
Healthy Eating in the Workplace Checklist

Completing the Healthy Eating in the Workplace Checklist

Use this checklist to identify priorities for action. Remember, each workplace is different and some of the items will not be applicable to your workplace.

There is an excel version of this checklist that produces a progress report and a Certificate of Completion, available from http://www.osnpph.on.ca/workplace-nutrition-advisory-group.

Each item in the checklist has a fact sheet if you need more information, available at: http://www.osnpph.on.ca/workplace-nutrition-advisory-group.



Management Support

	Completed	Not Yet Completed	Not Applicable
Our Mission and Vision Statement mentions employee health or well being	☐	☐	☐
Managers have identified sources of stress in the workplace and are working to address them	☐	☐	☐
Managers encourage employees to attend healthy eating education sessions	☐	☐	☐
Managers act as role models for healthy eating	☐	☐	☐
Managers follow workplace policies that promote healthy eating	☐	☐	☐
Managers do not treat employees differently because of their weight status	☐	☐	☐
Managers have attended an education session from a Registered Dietitian on the topic of healthy eating in the workplace	☐	☐	☐
Employees are encouraged to take a meal break away from their work area	☐	☐	☐
Notes:			

Committee Approach

	Completed	Not Yet Completed	Not Applicable
Our workplace has a committee that addresses wellness	☐	☐	☐
Our committee has at least one member who is part of the management team	☐	☐	☐
Our committee meets regularly	☐	☐	☐
Our committee has had education from a Registered Dietitian on the topic of healthy eating in the workplace	☐	☐	☐
Our committee uses a healthy eating survey or focus group to find out what employees need and want	☐	☐	☐
Our committee has a plan that guides our actions	☐	☐	☐
Our committee evaluates actions and activities	☐	☐	☐
Our committee communicates regularly with employees	☐	☐	☐
Notes:			

Food Donations

	Completed	Not Yet Completed	Not Applicable
When food is offered or donated to community members or agencies, healthy food is offered	☐	☐	☐
Notes:			

Food Offered in the Workplace

	Completed	Not Yet Completed	Not Applicable
Our workplace does not use food to get employees to participate in workplace activities or events (e.g., meetings, education, vaccinations)	☐	☐	☐
Our workplace does not use food as a reward (e.g., coffee, free lunch, giving food at a physical activity event, prizes)	☐	☐	☐
Food is not left out in common areas throughout the workplace (e.g., candy dishes on desks, home baking, food left to share in work areas or kitchenettes)	☐	☐	☐
Notes:			

Celebrations

Workplace Celebrations

	Completed	Not Yet Completed	Not Applicable
Workplace celebrations that involve food only happen once a month or less	☐	☐	☐
Only one less healthy item is offered at workplace celebrations (e.g., one dessert item)	☐	☐	☐
At least one healthy item is offered at workplace celebrations (e.g., fruit tray)	☐	☐	☐
If people attending workplace a celebration must RSVP, they are asked to identify if they have any special dietary needs before the food is ordered	☐	☐	☐
Food offered during workplace celebrations is handled safely (hot food is kept hot, cold food is kept cold, food is not left out for more than one hour)	☐	☐	☐

Employee Celebrations

Employees are encouraged to bring healthy food for employee celebrations in the workplace	☐	☐	☐
Notes:			

Meetings and Events

	Completed	Not Yet Completed	Not Applicable
Food is not served during meetings or events that do not occur during a traditional meal time (e.g., breakfast, lunch or supper)	☐	☐	☐
When food is served at meetings or events, most or all of the food is healthier (e.g., at least 80%)	☐	☐	☐
When food is served at meetings or events, it is handled safely	☐	☐	☐
When food is served at meetings or events, attendees have an opportunity to identify special dietary needs before the food is ordered (e.g., vegetarian)	☐	☐	☐

Notes:

Education

	Completed	Not Yet Completed	Not Applicable
Employees with a nutrition related health condition have access to one on one counselling services from a Registered Dietitian (e.g., benefits)	☐	☐	☐
Everyone in the workplace has had education from a Registered Dietitian about the effects of weight bias	☐	☐	☐
Employees have access to credible information from a Registered Dietitian on healthy eating (e.g., brochures, newsletters, health fairs, informational lunch and learns)	☐	☐	☐
Employees have had education on factors that influence individual eating habits provided by a Registered Dietitian	☐	☐	☐
Our workplace does not use health promotion activities that are focused on weight loss, such as weight loss competitions	☐	☐	☐
Our workplace only works with health promotion organizations that provide credible sources of healthy eating information (the source of the information is a Registered Dietitian)	☐	☐	☐
Employees have access to food skills education sessions where they learn about choosing, preparing or growing healthy food	☐	☐	☐
Employees' family members are welcome to attend education sessions (e.g., health fairs, lunch and learns, skill building sessions)	☐	☐	☐
Employees have an opportunity to participate in a group that discusses healthy eating (but is not focused on weight management or weight loss)	☐	☐	☐
Notes:			

Eating Area

Indoor Eating Area

	Completed	Not Yet Completed	Not Applicable
Employees have a space available to eat meals that is away from their work area	☐	☐	☐
There is enough seating available for everyone	☐	☐	☐
The seating is comfortable for all body types	☐	☐	☐
The eating area is kept clean	☐	☐	☐
The eating space is decorated nicely and is in good repair (no flaking paint, chipped floors, tables and chairs are in good condition	☐	☐	☐
Pest proof bins are available in the eating area for recycling, organics and waste	☐	☐	☐

Outdoor Eating Area

The outdoor eating area has shade	☐	☐	☐
Pest proof bins are available in the outdoor eating area for recycling, organics and waste	☐	☐	☐
Notes:			

Equipment

	Completed	Not Yet Completed	Not Applicable
Equipment is available to store and prepare food (e.g., refrigerator, microwave, toaster, oven, kettle)	☐	☐	☐
A sink and cleaning supplies are available to clean dishes (soap, scrub brush)	☐	☐	☐
Expected behaviours are posted (e.g., please do not leave dirty dishes in the sink)	☐	☐	☐
Tap water is available for drinking	☐	☐	☐
Notes:			

Meal Breaks

	Completed	Not Yet Completed	Not Applicable
Breaks are scheduled so that employees have a minimum 30 minute meal break	☐	☐	☐
Employees do not work for more than five consecutive hours before taking a meal break	☐	☐	☐
Notes:			

Food Sold in the Workplace

Vending Machine(s)

Print a copy of this section of the checklist for each vending machine in your workplace.

	Completed	Not Yet Completed	Not Applicable
The nutritional quality of the food and beverages in the machine has been assessed using the **Nutrition Standards for Workplaces©**	☐	☐	☐
A minimum required number or percentage of healthier items must be available in the machine	☐	☐	☐
Healthier items are priced the same or less than comparable less healthy items	☐	☐	☐
Healthier items are placed at eye level or first in the order of choice (so they are seen first)	☐	☐	☐
Employees have an opportunity to taste the healthier items before they are sold in the machine (taste test)	☐	☐	☐
The food and beverages in the machine handled in a safe manner	☐	☐	☐
Notes:			

Retail Settings

Print a copy of this section of the checklist for each retail setting in your workplace. For example, cafeteria, café, coffee shop, tuck shop, gift shop, external lunch caterer.

	Completed	Not Yet Completed	Not Applicable
The nutritional quality of food and beverages in this outlet has been assessed using the **Nutrition Standards for Workplaces©**	☐	☐	☐
A minimum percentage of healthier items must be available in this outlet	☐	☐	☐
Healthier items are priced the same or less than comparable less healthy items	☐	☐	☐
Healthier items are placed where employees can see them	☐	☐	☐
It does not take more time or effort to make healthier choices in this outlet	☐	☐	☐
Less healthy items are not placed in influential locations (e.g., where employees line up to order or pay)	☐	☐	☐
Less healthy items are not promoted (e.g., asking "would you like fries with that", buy one get one promotions, posters, emails, websites)	☐	☐	☐
Vegetarian items are available (snacks, entrees, soup, etc.)	☐	☐	☐
At least one full time employee has a current safe food handler certificate	☐	☐	☐
Ingredient information is available upon request	☐	☐	☐
This retail food outlet has a good food safety record (no critical infractions or charges)	☐	☐	☐

Notes:

Fundraising

	Completed	Not Yet Completed	Not Applicable
Our workplace does not sell less healthy food to raise money for external charitable causes (e.g., United way)	☐	☐	☐
Our workplace does not sell less healthy food to raise money for causes within the workplace (e.g., social committee)	☐	☐	☐
Notes:			

Workplace Policy

	Completed	Not Yet Completed	Not Applicable
Weight-based teasing, comments and discrimination are covered under the Workplace Harassment Prevention Policy	☐	☐	
Our workplace has a written and enforced policy that clearly states that food cannot be used as an incentive	☐	☐	
Our workplace has a written and enforced policy that clearly states that food cannot be used as a reward	☐	☐	
Our workplace has a written and enforced policy that clearly states that food cannot be used to raise money for charitable causes both inside and outside the workplace	☐	☐	
Our workplace has a written and enforced policy that clearly outlines the type of food that can be served at workplace celebrations	☐	☐	
The celebrations policy requires that food will be handled in a safe manner	☐	☐	☐
The celebrations policy requires that the organizer must ask attendees if they have any special dietary needs before food is ordered	☐	☐	☐
The celebrations policy mentions the frequency of workplace celebrations	☐	☐	☐
Our workplace has a written and enforced policy that clearly outlines the type of food that can be served at workplace meetings and events	☐	☐	
The meetings and events policy requires that food will be handled in a safe manner	☐	☐	☐
The meetings and events policy requires that the organizer must ask attendees if they have any special dietary needs before food is ordered	☐	☐	☐

Vending Machine Policy

Print a copy of this section of the checklist for each vending machine in your workplace.

	Completed	Not Yet Completed	Not Applicable
Our workplace has a written and enforced policy (or contract with the provider) that clearly states the minimum number or percentage of healthier choice that must be available in the machine	☐	☐	☐
The criteria for 'healthier choice' is clearly defined in the policy (or contract)	☐	☐	☐
The policy (or contract) requires that healthier choices must be placed at eye level or first in the order of choice (so they will be seen first)	☐	☐	☐
The policy (or contract) requires that healthier choices will be priced less than comparable choices in the vending machine	☐	☐	☐
The policy (or contract) requires that food will be handled in a safe manner	☐	☐	☐
Notes:			

Retail Settings Policy

Print a copy of this section of the checklist for each retail setting in your workplace. For example, cafeteria, café, coffee shop, tuck shop, gift shop, external lunch caterer.

	Completed	Not Yet Completed	Not Applicable
Our workplace has a written and enforced policy (or contract with the provider) that clearly states the minimum number or percentage of healthier choices that must be available	☐	☐	☐
The criteria for a 'healthier choice' is clearly defined in the policy (or contract)	☐	☐	☐
The policy (or contract) requires that healthier choices are convenient to purchase	☐	☐	☐
The policy (or contract) requires that healthier choices will be priced the same or less than comparable choices	☐	☐	☐
The policy (or contract) clearly states that less healthy choices will not be promoted or marketed (e.g., placed in influential locations, posters, newsletters, emails, meal combos, buy one get one, etc.	☐	☐	☐
The policy (or contract) requires that at least one full time employee has a current food handler certificate	☐	☐	☐
The policy (or contract) requires that ingredient information must be available upon request	☐	☐	☐
Notes:			

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Section 1

Management Support

Vision and Mission Statement

Why is a Vision and Mission Statement Important?

A vision and mission statement motivates everyone in the workplace to work towards a common goal. Ideally, an organization's overall vision is one that incorporates a comprehensive workplace health component or at least a reference to health.

Writing a Vision and Mission Statement that Incorporates Wellness

Develop a Workplace Vision Statement that Incorporates Wellness

A vision statement is a statement that:

- Describes a preferred future state
- Is memorable and inspiring
- Provides a realistic goal for the organization to try to achieve
- Projects group values into the future
- Serves to motivate others through its focus and appeal

Sample one:

People want to work for our workplace because we are a supportive, energetic, healthy and successful organization.

Sample two:

Employees are physically, mentally and emotionally well; they are engaged and productive and they feel they are working for a supportive organization that encourages them and their families to live healthy, balanced lives.

Develop a Workplace Mission Statement that Incorporates Wellness

While the vision statement defines the desired future state, a mission statement defines why something exists and explains how it is working to achieve the vision.

Sample one:

The organization is committed to being a healthy workplace. We have established a wellness committee and a plan to help employees maintain physical and emotional well-being through relevant activities, information sharing and resources.

Sample two:

The healthy workplace strategy seeks to improve levels of employee engagement and reduce employee absenteeism by developing and implementing plans in response to our annual employee survey.

Credits:

This section has been adapted with permission from: The Health Communications Unit. (2011). Health Promotion 102: Workplace Health Promotion. Vision and Mission.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Addressing Work Related Stress

Why is Work Related Stress Important?

In a stressful work environment, health problems are more likely to occur.[1-4]

High levels of work related stress can cause us to stop doing the things that keep us healthy.[4,5] For example, stressed workers may feel that they don't have enough time or energy to prepare healthy food or stay physically active.[4]

A stressful work environment where workers experience high demand, low job control and low social support can lead to skipping meals, eating at workstations, extra snacking and a preference for calorie dense foods.[1,6,7]

How to Approach Stress in the Workplace

1. Find out if stress is an issue in your workplace.

Employee Survey

Survey employees to find out if they are feeling stressed and to help identify sources of stress at work. Here is an example survey tool:

The Guarding Minds @ Work - Initial Scan
http://www.guardingmindsatwork.ca/docs/dashboard/assessment/GM@W_Initial_Scan.pdf

Observations

Review indicators that may show that employees are feeling stressed such as employee turnover, productivity, sick time use, complaints, employee negativity and labour grievances.

2. Work with the committee that addresses wellness and any relevant decision-makers or stakeholders to create a plan to address workplace stress.

By addressing aspects of the workplace that cause employee stress, efforts to promote workplace health will be more effective.

There are many areas that organizations can target to improve the health of their employees such as:

- Organizational change processes
- Social support
- Job control
- Effort-reward balance
- Work structure and scheduling
- Communication
- Management style
- Adequate job training

Recommended Actions to Address Workplace Stress:

- Teach managers how to identify and support people who are struggling with work-life balance, heightened work demands or problems with mental health.[8]
- Reallocate work when necessary to reduce workload.[9]
- Provide skill building sessions for managers, supervisors and employees in communication, leadership and conflict prevention and resolution.[9] Staff development and training courses aimed at developing interpersonal skills in the workplace may have additional benefits for employees when they are outside work.[10]
- Improve management practices by consulting employees about their work, negotiating workload with employees, using two-way communication and offering constructive feedback to employees.[9,10]
- Keep demands on employee time and energy reasonable and provide adequate training and recognition for work well done.[10,11]
- Ensure that working conditions and job demands do not negatively influence employees' personal relationships.[10]
- Ensure managers provide clear and consistent information when organizational change occurs.[10]
- Workplace layoffs and downsizing are very stressful for employees. Use effective communication to let employees know what to expect and resolve matters quickly to reduce anxiety and maintain job satisfaction.[10]

How will you know if your plan is successful?

Before you implement your plan, determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- If the actions were not completed, why did this happen?

See if the actions were effective.

- After you have implemented the plan, ask the same questions that you used to assess work related stress in your workplace on an employee survey or during a focus group. This can help you see if there have been changes over time.
- Monitor indicators that can reflect workplace stress such as employee turnover, low productivity, sick time use, complaints, staff negativity and labour grievances to see if there are changes over time.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Devine CM, Nelson JA, Chin N, Dozier A, Fernandez ID. "Pizza is cheaper than salad": Assessing workers' views for an environmental food intervention. Obesity (Silver Spring) 2007 Nov;15 Suppl 1:57S-68S.

2. Nishitani N, Sakakibara H, Akiyama I. Eating behaviour related to obesity and job stress in male Japanese workers. Nutrition 2009;25(1):45-50.

3. Lemon SC, Zapka J, Li W, Estabrook B, Magner R, Rosal MC. Perceptions of worksite support and employee obesity, activity and diet. American Journal of Health Behaviours 2009;33(3):299-308.

4. Hammer LB, Sauter S. Total worker health and work-life stress. J Occup Environ Med 2013 Dec;55(12 Suppl):S25-9.

5. Payne N, Jones F, Harris PR. Employees' perceptions of the impact of work on health behaviours. J Health Psychol 2013 Jul;18(7):887-899.

6. Schulte PA, Wagner GR, Ostry A, Blancforti LA, Cutlip RG, Krajnak KM, et al. Work, obesity, and occupational safety and health. Am J Public Health 2007;97(3):428-436.

7. Raulio S, Roos E, Mukala K, Prattala R. Can working conditions explain differences in eating patterns during working hours? Public Health Nutr 2008 Mar;11(3):258-270.

8. Canadian Mental Health Association. Comprehensive Workplace Health Promotion – Affecting Mental Health in Workplace. 2010; Available at: http://wmhp.cmhaontario.ca/comprehensive-workplace-health-promotion-affecting-mental-health-in-the-workplace. Accessed November 8, 2013.

9. World Health Organization. Healthy Workplaces: A model for action for employers, workers, policy-makers and practitioners. 2010.

10. Anonymous Work stress and health: The Whitehall II study. Published by Public and Commercial Services Union on behalf of Council of Civil Service Unions/Cabinet Office. London, England. 2004.

11. Shain M, Kramer DM. Health promotion in the workplace: framing the concept; reviewing the evidence. Occup Environ Med 2004 Jul;61(7):643-8, 585.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Encouraging Employees

Why is it Important for Managers to Encourage Employees to Attend Education Sessions?

Your workplace may offer opportunities to learn about healthy eating. However, if employees do not have support from their managers to attend sessions during work time, employees may not participate.

1. Find out if this is an issue in your workplace.

Ask employees questions to determine if they feel that their managers encourage them to attend education sessions during the work day. See the **Sample Survey Questions** for ideas to get you started.

If the assessment shows that employees are not participating in education sessions, or do not feel that they have enough support to attend education sessions, work with the committee to plan actions to address this issue.

If the assessment shows that employees are encouraged to attend education sessions, move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to create a plan.

Recommended Actions:

- Address scheduling issues with managers
- Ensure employees are not rewarded for missing education sessions
- Ask managers to be role models by attending education sessions
- Actively encourage employees to attend education sessions

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Have managers let employees know they are invited to attend education sessions?

See if the actions were effective.

- Do employees feel that they have enough time to attend education sessions?
- Do employees feel that their manager encourages them to attend education sessions?
- If employees are not attending education sessions, find out why this is happening.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks Communication Services of the Haldimand-Norfolk Health Unit for the design of this factsheet.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Being a Role Model

Why Is It Important To Be A Role Model?

Research shows that people can influence the health behaviours,[1-12] emotions[13,14] and attitudes[15,16] of people around them.

The eating behaviours and attitudes of one person can influence the eating behaviours of others. For example, your actions can influence whether another person chooses to eat,[17] what types of food they choose to eat[18-21] and how much they choose to eat.[1,4,5,8-10,17-23]

Being a role model means that your attitudes and actions support the health of those around you!

Managers as Role Models

The words and actions of managers set the tone for others in the workplace. Demonstrate your commitment to good health by:

- Taking meal breaks away from your desk
- Bringing healthy meals to work or ordering healthy food in the cafeteria
- Following workplace practices and policies that promote healthy eating, such as catering policies
- Rewarding employees with non-food items
- Bringing healthy food to share during celebrations
- Creating a work environment where everyone feels welcome
- Not bringing in treats to share with others
- Avoiding discussions about personal food and nutrition practices or beliefs that are not in line with credible, evidence-based nutrition information

Social Influence on Body Image and Self-Esteem

How we talk about ourselves and other people has a significant effect on how people feel about themselves.[24,25]

Managers can influence others to change the conversation and promote positive self esteem.

Instead of…	Try this!!
Associating guilt with certain foods (good/bad or healthy/unhealthy foods)	Promote the idea that all foods can be enjoyed in moderation without guilt (everyday/sometimes foods)
Talking about weight or assuming that thinner people are healthier	Encourage everyone to be healthy (Health at Every Size™ approach)
Talking about dieting or weight loss	Change the subject or re-direct the conversation away from dieting or weight loss
Complimenting people on their appearance (e.g. weight loss, body size, hair colour)	Complement people based on their skills, abilities and personality traits
Making negative comments about your own body or the bodies of others	Make positive comments about yourself and your skills
Associating physical activity with weight loss	Promote physical activity as fun and enjoyable

Credits:

This section has been adapted with permission from the Leeds, Grenville & Lanark District Health Unit.

The OSNPPH Workplace Nutrition Advisory Group thanks Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Hermans RC, Lichtwarck-Aschoff A, Bevelander KE, Herman CP, Larsen JK, Engels RC. Mimicry of food intake: The dynamic interplay between eating companions. PLoS One 2012;7(2):e31027.

2. Hermans RC, Larsen JK, Lochbuehler K, Nederkoorn C, Herman CP, Engels RC. The power of social influence over food intake: Examining the effects of attentional bias and impulsivity. Br J Nutr 2012 May 9:1-9.

3. Tanner RJ, Ferraro R, Chartrand TL, Bettman JR, Van Baaren R. Of chameleons and consumption: The impact of mimicry on choice and preferences. Journal of Consumer Research 2008;34:754-766.

4. Exline JJ, Zell AL, Bratslavsky E, Hamilton M, Swenson A. People-pleasing through eating: Sociotrophy predicts greater eating in response to perceived social pressure. Journal of Social and Clinical Psychology 2012;31(2):169-193.

5. Pachucki MA, Jacques PF, Christakis NA. Social network concordance in food choice among spouses, friends, and siblings. Am J Public Health 2011 Nov;101(11):2170-2177.

6. Fletcher A, Bonell C, Sorhaindo A. You are what your friends eat: Systematic review of social network analyses of young people's eating behaviours and bodyweight. J Epidemiol Community Health 2011 Jun;65(6):548-555.

7. Hruschka DJ, Brewis AA, Wutich A, Morin B. Shared norms and their explanation for the social clustering of obesity. Am J Public Health 2011 Dec;101 Suppl 1:S295-300.

8. Mackert M, Stanforth D, Garcia AA. Undermining of nutrition and exercise decisions: Experiencing negative social influence. Public Health Nurs 2011 Sep-Oct;28(5):402-410.

9. Ball K, Jeffery RW, Abbott G, McNaughton SA, Crawford D. Is healthy behavior contagious: Associations of social norms with physical activity and healthy eating. Int J Behav Nutr Phys Act 2010 Dec 7;7:86.

10. McFerran B, Dahl DW, Fitzsimons GJ, Morales AC. I'll have what she's having: Effects of social influence and body type on the food choices of others. Journal of Consumer Research 2010;36.

11. Delormier T, Frochlich KL, Potvin L. Food and eating as social practice - understanding eating patterns as social phenomena and implications for public health. Sociology of Health & Illness 2009;31(2):215-228.

12. Christakis NA, Fowler JH. The spread of obesity in a large social network over 32 years. N Engl J Med 2007 Jul 26;357(4):370-379.

13. Stel M, Rispens S, Leliveld M, Lokhorst A. The consequences of mimicry for prosocials and proselfs: Effects of social value orientation on the mimicry–liking link. Eur J Soc Psychol 2011;41:269-274.

14. Bhullar N. Relationship between mood and susceptibility to emotional contagion: Is positive mood more contagious? North American Journal of Psychology 2012;14(3):517-530.

15. Pryor JB, Reeder GD, Wesselmann ED, Williams KD, Wirth JH. The influence of social norms upon behavioral expressions of implicit and explicit weight-related stigma in an interactive game. Yale J Biol Med 2013 Jun 13;86(2):189-201.

16. Puhl RM, Schwartz MB, Brownell KD. Impact of perceived consensus on stereotypes about obese people: A new approach for reducing bias. Health Psychol 2005 Sep;24(5):517-525.

17. Florack A, Palcu J, Friese M. The moderating role of regulatory focus on the social modeling of food intake. Appetite 2013 Oct;69:114-122.

18. Higgs S. Social norms and their influence on eating behaviours. Appetite 2015 Mar;86:38-44.

19. Huneke T, Benoit S, Shams P, Gustafsson A. Does service employees' appearance affect the healthfulness of food choice? Psychology and Marketing 2015;32(1):94-106.

20. Prinsen S, de Ridder DT, de Vet E. Eating by example. Effects of environmental cues on dietary decisions. Appetite 2013 Nov;70:1-5.

21. Cruwys T, Bevelander KE, Hermans RC. Social modeling of eating: A review of when and why social influence affects food intake and choice. Appetite 2015 Mar;86:3-18.

22. Young ME, Mizzau M, Mai NT, Sirisegaram A, Wilson M. Food for thought. What you eat depends on your sex and eating companions. Appetite 2009 Oct;53(2):268-271.

23. Vartanian LR, Herman CP, Wansink B. Are we aware of the external factors that influence our food intake? Health Psychol 2008 Sep;27(5):533-538.

24. Sharpe H, Naumann U, Treasure J, Schmidt U. Is fat talking a causal risk factor for body dissatisfaction? A systematic review and meta-analysis. Int J Eat Disord 2013 Jul 1.

25. Salk RH, Engeln-Maddox R. Fat talk among college women is both contagious and harmful. Sex Roles 2012;66:636-645.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Following Healthy Eating Policies

Why is it Important that Managers Follow Policies that Promote Healthy Eating?

Managers set the tone for employees. By following workplace policies, managers show employees that policies that contribute to a healthy workplace are important to the workplace.

1. Find out if this is an issue in your workplace.

If your assessment provides information that suggests that managers are not following policies, work with the committee to come up with a plan to address the issue.

If the assessment shows that managers follow healthy eating policies, move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to create a plan.

Recommended Actions for Following Policies:

If it is obvious that managers are not following healthy eating policies, have a conversation with the management team to find out why this is happening. For example:

- Managers may not agree with the policies. This will require the committee to work towards creating buy-in with the management team.
- Managers may not understand the policies. In this case, the committee should create a plan to educate managers so that they understand their role as well as the role of the employees that report to them.

Once the work has been completed, check in again at a later date to see if managers have started to follow the policies.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks Communication Services of the Haldimand-Norfolk Health Unit for the design of this factsheet.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Addressing Weight Bias with Managers

Why Do Managers Need to Be Aware of Weight Bias?

Weight bias is common and people who are overweight are often treated differently than other workers.[1-12] This is a source of negative stress in the workplace that can be damaging to employees.

Research shows that managers may have negative impressions of heavier employees.[8] For example, it is common to associate higher body weight with attributes such as laziness and low self-discipline.[12] As a result, heavier workers experience many forms of discrimination based on weight status[7,11,12] including verbal harassment in the form of negative comments and jokes about their weight from supervisors,[4] lower wages and disadvantages in hiring, promotions, and job termination and facing harsher judgements compared to other employees.[1-12]

If there is an obvious pattern of employment discrimination based on weight status, this could be grounds for a discrimination complaint.[4,13] Weight-based discrimination and weight-based comments fall under the **Ontario Health and Safety Act** under workplace harassment.[14,15]

Managers and important decision-makers should be educated on weight bias so that they can be aware of their thoughts and behaviours around this issue.

Managers can be positive role models by treating everyone in the workplace fairly and respectfully.[16]

Source: Canadian Obesity Network

How to Approach Weight Bias with Managers

1. Find out if this is an issue in your workplace.

Observations

Review workplace policies and practices for indications that hiring, promotion or termination practices may be influenced by weight status.

Employee Survey

Ask questions on an employee survey to find out if employees feel that managers treat them differently because of their weight status. Use an online survey or have employees complete surveys and place in an unmarked envelope so their responses are confidential. See the **Sample Survey Questions** for ideas to get you started, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Source: Canadian Obesity Network

2. Work with the committee that addresses wellness and any relevant decision-makers to create a plan to address weight bias with managers and supervisors.

Unbiased Policies and Practices

Review human resource policies and practices to ensure that people are hired, promoted and terminated based on their qualifications and performance. Steps should be taken to prevent people from being treated unfairly due to their weight status.[13]

Education

- Address weight bias the same way that your organization addresses other forms of bias and discrimination such as age, gender or ethnicity. Managers and supervisors may require sensitivity training or training on creating an inclusive work environment.
- It is recommended that workplaces use a Registered Dietitian to provide education to managers and supervisors on the topic of weight bias:
    - Bring attention to the harmful mental health effects of weight-based comments, teasing and harassment. Rather than being a motivator, hurtful comments create harm and use mental energy that is needed to participate in healthy behaviours.[17]
    - Discuss undesirable behaviours and give examples of how managers and supervisors can change their behaviour.
    - Emphasize the importance of using person-first language. For example, people are not obese. People have obesity. For more information visit: http://www.obesityaction.org/weight-bias-and-stigma/people-first-language-for-obesity
    - Emphasize a 'health at every size' approach so that managers and decision-makers understand that health promotion activities should target all employees, regardless of body weight.
    - Provide education on the environmental, genetic and biological factors that influence individual eating behaviours.[7,9,18-21] This can help people accept that weight status is not solely an individual issue. For more information, see the factsheet **Factors that Influence Eating Habits** available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

How will you know if your plan is successful?

Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Did all managers attend the education sessions?

See if the actions were effective.

- Ask questions on an employee survey or during a focus group to find out if employees still feel that they are being treated differently by their managers based on their weight status. See the **Sample Survey Questions** for ideas to get you started.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Barron LG, Hebl M. Reducing “acceptable” stigmatization through legislation. Social Issues and Policy Review 2010;4(1):1-30.

2. Sikorski C, Luppa M, Kaiser M, Glaesmer H, Schomerus G, Konig HH, et al. The stigma of obesity in the general public and its implications for public health - a systematic review. BMC Public Health 2011 Aug 23;11:661.

3. Puhl RM, Heuer CA. Public opinion about laws to prohibit weight discrimination in the United States. Obesity (Silver Spring) 2011 Jan;19(1):74-82.

4. Puhl RM, Heuer CA. The stigma of obesity: A review and update. Obesity (Silver Spring) 2009 May 2009;17(5):941-964.

5. Yale Rudd Center for Food Policy & Obesity. Weight bias: A social justice issue. A policy brief. 2012.

6. Judge TA, Cable DM. When it comes to pay, do the thin win? The effect of weight on pay for men and women. J Appl Psychol 2010 Sep 20.

7. Puhl RM, Brownell KD. Psychosocial origins of obesity stigma: Toward changing a powerful and pervasive bias. Obes Rev 2003 Nov;4(4):213-227.

8. Puhl RM, Moss-Racusin CA, Schwartz MB, Brownell KD. Weight stigmatization and bias reduction: Perspectives of overweight and obese adults. Health Educ Res 2008 Apr;23(2):347-358.

9. O'Brien KS, Puhl RM, Latner JD, Mir AS, Hunter JA. Reducing anti-fat prejudice in preservice health students: A randomized trial. Obesity (Silver Spring) 2010 Nov;18(11):2138-2144.

10. Wang SS, Brownell KD, Wadden TA. The influence of the stigma of obesity on overweight individuals. Int J Obes Relat Metab Disord 2004 Oct;28(10):1333-1337.

11. Giel KE, Zipfel S, Alizadeh M, Schaffeler N, Zahn C, Wessel D, et al. Stigmatization of obese individuals by human resource professionals: An experimental study. BMC Public Health 2012 Jul 16;12:525-2458-12-525.

12. Giel KE, Thiel A, Teufel M, Mayer J, Zipfel S. Weight bias in work settings - a qualitative review. Obes Facts 2010 Feb;3(1):33-40.

13. Ruggs EN, HEBL Hebl MR, Law C, Cox CB, Roehling MV, Wiener RL, et al. Gone fishing: I–O psychologists’ missed opportunities to understand marginalized employees’ experiences with discrimination. Industrial and Organizational Psychology 2013;6:39-60.

14. Occupational Health and Safety Branch: Ontario Ministry of Labour. Workplace violence and harassment: Understanding the Law. 2010.

15. Ontario Ministry of Labour. Workplace violence and workplace harassment. 2013; Available at: http://www.labour.gov.on.ca/english/hs/sawo/pubs/fs_workplaceviolence.php. Accessed December 20, 2013.

16. Rudolph CW, Wells CL, Weller MD, Baltes BB. A meta-analysis of empirical studies of weight-based bias in the workplace. Journal of Vocational Behavior 2009;74:1-10.

17. Major B, Eleizer D, Rieck H. The psychological weight of weight stigma. Social Psychological and Personality Science 2011 January 19, 2012 [online]:1-10.

18. Crandall CS. Prejudice against fat people: Ideology and self-interest. J Pers Soc Psychol 1994 May;66(5):882-894.

19. Puhl RM, Heuer CA. Obesity stigma: Important considerations for public health. Am J Public Health 2010 Jun;100(6):1019-1028.

20. Tillotson JE. America's obesity: Conflicting public policies, industrial economic development, and unintended human consequences. Annu Rev Nutr 2004;24:617-643.

21. MacLean L, Edwards N, Garrard M, Sims-Jones N, Clinton K, Ashley L. Obesity, stigma and public health planning. Health Promot Int 2009 Mar;24(1):88-93.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Nutrition Education for Managers Provided by a Registered Dietitian

Why Is It Important to Educate Managers?

Managers make important decisions that will affect the overall health of employees. Good decisions are based on accurate information.

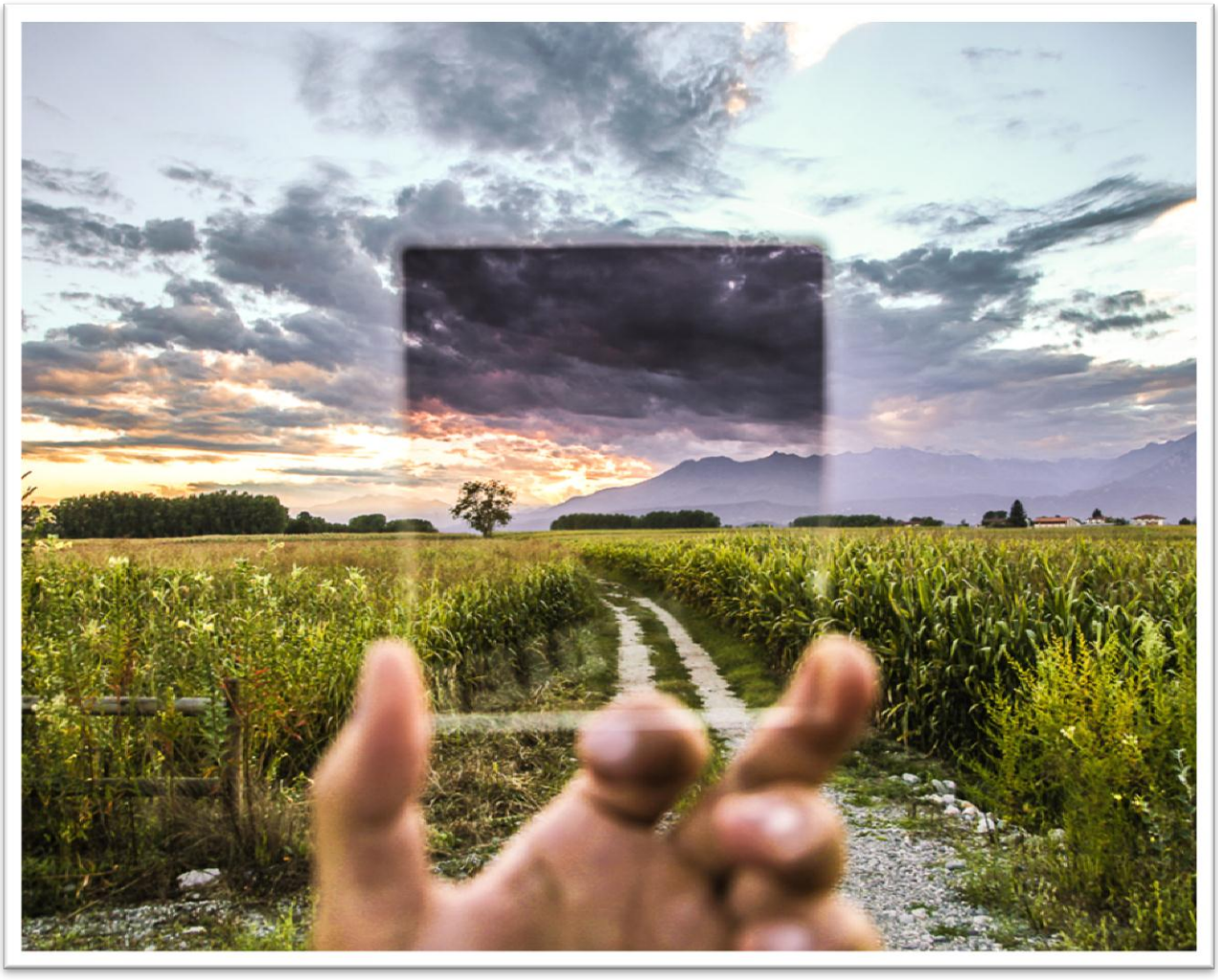
Before taking action to promote healthy eating, workplaces should consult a Registered Dietitian to offer credible nutrition education and advice to influential individuals such as workplace decision-makers, stakeholders and health intermediaries.

What Should the Education Focus On?

If managers have not yet been educated by a Registered Dietitian, make plans to arrange for an education session.

Rather than providing education that focuses on nutrition for individuals, ensure that the education session focuses on:

- Why healthy eating is an issue for the workplace
- The business case for promoting healthy eating in the workplace
- What healthy eating means (i.e., following **Eating Well with Canada's Food Guide**)
- Barriers for employees to eat well at work
- Suggested actions for the workplace



Why Consult a Registered Dietitian?

When offering nutrition education, it is important to ensure the service provider is a qualified professional, who offers credible, evidence-based information.

Registered Dietitians are regulated by the College of Dietitians of Ontario to ensure that educational requirements have been met and that members are conducting safe, competent, ethical and evidence-based practice.

For more information on the benefit of Registered Dietitians please see these resources:

What is the difference between a dietitian and a nutritionist?
http://www.dietitians.ca/Downloads/Public/What-is-difference-RD-factsheet.aspx

Dietitians - The smart choice for advice on healthy eating.
http://www.dietitians.ca/Downloads/Public/Dietitians-SmartChoice-Col.aspx

If your Public Health agency does not have a Registered Dietitian available to work with you on your workplace healthy eating strategy, you may be able to access a Dietitian through your Employee Assistance Program. Alternatively, you can work with a Registered Dietitian in private practice.

Find a Registered Dietitian: http://www.dietitians.ca/Your-Health/Find-A-Dietitian/Find-a-Dietitian.aspx

How do I Know if a Nutrition Professional is a Registered Dietitian?

Many individuals offer nutrition counseling services. Be careful to ensure that the person you select to offer nutrition education is a qualified nutrition professional. To verify that a nutrition educator is a Registered Dietitian check the Register of Dietitians at the College of Dietitians of Ontario.

Evaluate the Education

Determine the type of information that you will need in order to identify what worked well and what did not work well.

Were the actions that were planned completed?

- If managers did not attend the education session, why did this happen?

See if the education was effective.

- After the education session collect feedback from the managers

Sample Questions for Managers

Question 1.

Answer yes or no.

I support taking action to encourage healthy eating in our workplace?

- ☐ Yes
- ☐ No

Question 2.

If your answer is no, please indicate why you are not supportive of taking action.

If your answer is yes, what areas are priorities to address to promote healthy eating in our workplace?

Question 3.

Was there any information that was missing?

Question 4.

What could be done to improve the session?

Question 5.

What changes will you make as a result of this education session?

Question 6.

On a scale of 1 to 10, please rate your knowledge level on healthy eating in the workplace.

	Basic → **Very High**									
	1									**10**
My level of knowledge on healthy eating in the workplace **BEFORE** this presentation was:	1	2	3	4	5	6	7	8	9	10
My level of knowledge on healthy eating in the workplace **AFTER** this presentation was:	1	2	3	4	5	6	7	8	9	10

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Encouraging Meal Breaks

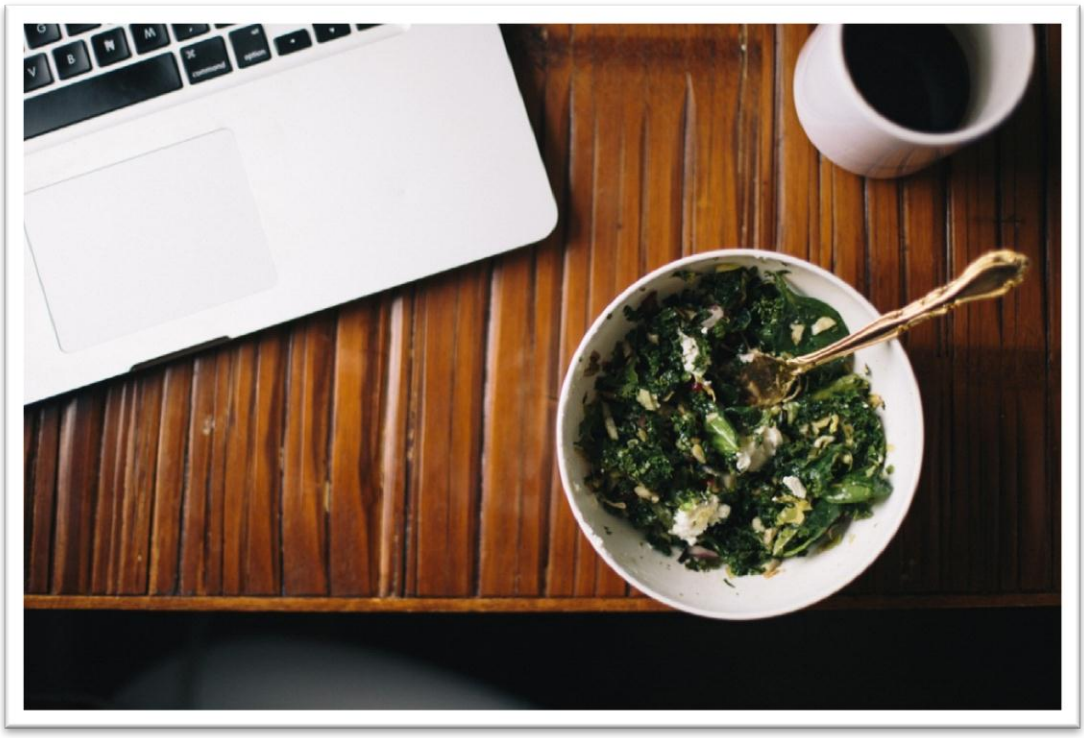
Why is it Important to Encourage Employees to Take a Meal Break?

Taking a meal break away from work areas can help employees mentally recharge for the rest of the workday.[1-3]

1. Find out if this is an issue in your workplace.

If you observe that employees are not taking a meal break away from their work areas, work with the committee to plan actions to address this issue.

If the assessment shows that employees take their meal breaks away from their work areas, move on to another item on the **Healthy Eating in the Workplace Checklist**.



2. Work with the committee that addresses wellness and any relevant decision-makers to create a plan.

Recommended Action:

The committee can suggest that managers gently remind employees to take their meal breaks if it is common for employees to eat at their desks or miss their meal breaks.

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks Communication Services of the Haldimand-Norfolk Health Unit for the design of this factsheet.

References

1. Trougakos JP, Hideg I, Cheng BH, Beal DJ. Lunch breaks unpacked: The role of autonomy as a moderator of recovery during lunch. Academy of Management Journal 2014;57(2):405-421.

2. Fritz C, Ellis AM, Demsky CA, Lin BC, Guros F. Embracing work breaks: Recovering from work stress. Organizational Dynamics 2013;42(4):274-280.

3. Lemaire JB, Wallace JE, Dinsmore K, Roberts D. Food for thought: An exploratory study of how physicians experience poor workplace nutrition. Nutrition Journal 2011;10(1):18.

.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Business Case for Creating a Healthy Workplace Nutrition Environment

Why Promote Healthy Eating in the Workplace?

The workplace is an ideal setting to promote healthy eating.

Most employed Canadian adults spend at least 60% of their waking hours at work[1] and eat at least one meal during the workday. The workplace is an ideal setting to promote healthy eating.

Healthy eating makes good business sense.

In the workplace, healthy eating can contribute to the overall health and vitality of employees.[2]

Workplaces that create a culture of health can expect to have higher rates of productivity,[3-9] which is good for the bottom line.[10]

It makes sense to consider the resources spent to improve the health of employees similar to how you would consider investments in workplace facilities.[5,11,12]

General workplace wellness programs have shown a return on investment of $3.27 for every dollar spent.[13]

The Cost of Doing Nothing

Poor employee health raises workplace costs related to absenteeism, injury, disability, insurance premiums, prescription drug costs, medical costs, workers compensation costs, early retirement and automobile collisions.[4,14-27]

Workplace costs due to nutrition related chronic health conditions range from as low as a few hundred dollars[4,16,28,29] to several thousand dollars per employee per year (e.g., $3000 to $15000).[15,25,30,31]

Workplaces that do not pay attention to promoting health in their workforce are likely to experience increasing health risks and health care costs.[10]

The Link Between Diet and Health

Healthy eating means following the recommendations in **Eating Well with Canada's Food Guide**.[32]

Healthy eating can lower the risk of developing chronic diseases such as obesity, type 2 diabetes, certain types of cancer, heart disease and osteoporosis.[2,33] Healthy eating also promotes overall mental well being.[34-40]

Canadians are not eating well.

Despite the importance of healthy eating; less than one per cent of Canadians follow the dietary recommendations in Canada's Food Guide.[33]

Current Knowledge on Promoting Healthy Eating in the Workplace

Studies on the promotion of healthy eating in the workplace have shown a return on investment in some studies but not others.[41] This may be due to the fact that most programs tend to use education to try to change individual behaviour, without making changes to the workplace food environment.

Studies that do address the food environment typically increase the amount of healthy choices available or offer nutrition information without addressing workplace factors that can negatively influence eating habits, such as the availability of tempting treats in the workspace, the promotion of less healthy options in the cafeteria and vending machine or using less healthy food as an incentive to get employees to attend meetings.

The food and beverages that are offered and sold to employees in the workplace have an effect on employee health. Workplaces can help employees to improve diet quality by offering and selling healthier food and beverages to employees.

A Healthy Workplace Nutrition Environment promotes and supports healthy eating in the workplace.

Evidence suggests that the most promising workplace nutrition interventions include education for employees, making changes to the workplace food environment as well as implementing policies to support healthy eating.[42]

The Nine Essential Elements act as a guide to assist workplaces in implementing a comprehensive approach to promote healthy eating. For more information see the **Nine Essential Elements** infographic and factsheet, available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace”, available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks Communication Services of the Haldimand-Norfolk Health Unit for the design of this factsheet.

References

1. Health Canada. Workplace health system: Overview booklet. Ottawa: ON. 2004.

2. Health Canada. Eating Well with Canada's Food Guide: A resource for educators and communicators. Ottawa: Health Canada; 2007.

3. Jensen JD. Can worksite nutritional interventions improve productivity and profitability? A literature review. Perspectives in Public Health 2011;131(4):184-192.

4. Schultz AB, Chen CY, Edington DW. The cost and impact of health conditions on presenteeism to employers: A review of the literature. Pharmacoeconomics 2009;27(5):365-378.

5. Hawkins C, O’Garro MA, Wilmsett K. Engaging employers to develop healthy workplaces: The Workwell Initiative of steps to a healthier Washington in Thurston County. Prev Chronic Dis 2009;6(2):1-7.

6. Brownell KD, Kersh R, Ludwig DS, Post RC, Puhl RM, Schwartz MB, et al. Personal responsibility and obesity: A constructive approach to a controversial issue. Health Aff (Millwood) 2010 Mar-Apr;29(3):379-387.

7. Loeppke R, Nicholson S, Taitel M, Sweeney M, Haufle V, Kessler RC. The impact of an integrated population health enhancement and disease management program on employee health risk, health conditions, and productivity. Popul Health Manag 2008 Dec;11(6):287-296.

8. Burton WN, Chen CY, Conti DJ, Schultz AB, Edington DW. The association between health risk change and presenteeism change. J Occup Environ Med 2006 Mar;48(3):252-263.

9. Merrill RM, Aldana SG, Pope JE, Anderson DR, Coberley CR, WhitmerR M, et al. Presenteeism according to healthy behaviors, physical health, and work environment. Popul Health Manag 2012 Aug 2.

10. Fabius R, Thayer RD, Konicki DL, Yarborough CM, Peterson KW, Isaac F, et al. The link between workforce health and safety and the health of the bottom line: tracking market performance of companies that nurture a "culture of health". J Occup Environ Med 2013 Sep;55(9):993-1000.

11. Goetzel RZ, Ozminkowski RJ, Baase CM, Billotti GM. Estimating the return-on-investment from changes in employee health risks on the Dow Chemical Company’s health care costs. J Environ Med 2005;47(8):759-768.

12. Raulio S, Roos E, Mukala K, Prattala R. Can working conditions explain differences in eating patterns during working hours? Public Health Nutr 2008 Mar;11(3):258-270.

13. Baicker K, Cutler D, Song Z. Workplace wellness programs can generate savings. Health Affairs 2010;29(2):1-8.

14. Schulte PA, Wagner GR, Ostry A, Blancforti LA, Cutlip RG, Krajnak KM, et al. Work, obesity, and occupational safety and health. Am J Public Health 2007;97(3):428-436.

15. Goetzel RZ, Long SR, Ozminkowski RJ, Hawkins K, Wang S, Lynch W. Health, absence, disability, and presenteeism cost estimates of certain physical and mental health conditions affecting U.S. employers. J Occup Environ Med 2004 Apr;46(4):398-412.

16. Thompson DL. The costs of obesity: What occupational health nurses need to know. AAOHN J 2007 Jul;55(7):265-270.

17. Goetzel RZ, Hawkins K, Ozminkowski RJ, Wang S. The health and productivity cost burden of the "top 10" physical and mental health conditions affecting six large U.S. employers in 1999. J Occup Environ Med 2003 Jan;45(1):5-14.

18. Goetzel RZ, Ozminkowski RJ. The health and cost benefits of work site health-promotion programs. Annu Rev Public Health 2008;29:303-323.

19. Goetzel RZ, Carls GS, Wang S, Kelly E, Mauceri E, Columbus D, et al. The relationship between modifiable health risk factors and medical expenditures, absenteeism, short-term disability, and presenteeism among employees at Novartis. J Occup Environ Med 2009 Apr;51(4):487-499.

20. Pollack KM, Sorock GS, Slade MD, Cantley L, Sircar K, Taiwo O, et al. Association between body mass index and acute traumatic workplace injury in hourly manufacturing employees. Am J Epidemiol 2007 Jul 15;166(2):204-211.

21. Arena VC, Padiyar KR, Burton WN, Schwerha JJ. The impact of body mass index on short-term disability in the workplace. J Occup Environ Med 2006 Nov;48(11):1118-1124.

22. Collins JJ, Baase CM, Sharda CE, Ozminkowski RJ, Nicholson S, Billotti GM, et al. The assessment of chronic health conditions on work performance, absence, and total economic impact for employers. J Occup Environ Med 2005 Jun;47(6):547-557.

23. Makrides L, Sawatzky C, Petrie J, Veinot P. Modifiable health risks in Atlantic Canadian employees: A 5-year report. Health Promot Int 2010 Dec;25(4):384-393.

24. Mitchell RJ, Bates P. Measuring health-related productivity loss. Popul Health Manag 2011 Apr;14(2):93-98.

25. Sasser AC, Rousculp MD, Birnbaum HG, Oster EF, Lufkin E, Mallet D. Economic burden of osteoporosis, breast cancer, and cardiovascular disease among postmenopausal women in an employed population. Womens Health Issues 2005 May-Jun;15(3):97-108.

26. Wang PS, Beck A, Berglund P, Leutzinger JA, Pronk N, Richling D, et al. Chronic medical conditions and work performance in the health and work performance questionnaire calibration surveys. J Occup Environ Med 2003 Dec;45(12):1303-1311.

27. Ohlmann KK, O'Sullivan MI. The costs of short sleep. AAOHN J 2009 Sep;57(9):381-385.

28. Schultz AB, Edington DW. Metabolic syndrome in a workplace: Prevalence, co-morbidities, and economic impact. Metab Syndr Relat Disord 2009 Oct;7(5):459-468.

29. Benedict MA, Arterburn D. Worksite-based weight loss programs: A systematic review of recent literature. Am J Health Promot 2008 Jul-Aug;22(6):408-416.

30. American Diabetes Association. Economic costs of diabetes in the U.S. in 2007. Diabetes Care 2008;31:596-615.

31. Burton WN, Chen CY, Schultz AB, Edington DW. The prevalence of metabolic syndrome in an employed population and the impact on health and productivity. J Occup Environ Med 2008 Oct;50(10):1139-1148.

32. Health Canada. Eating Well with Canada's Food Guide. 2007.

33. Garriguet D. Diet quality in Canada. Health Rep 2009 Sep;20(3):41-52.

34. Akbaraly TN, Brunner EJ, Ferrie JE, Marmot MG, Kivimaki M, Singh-Manoux A. Dietary pattern and depressive symptoms in middle age. Br J Psychiatry 2009 Nov;195(5):408-413.

35. Jacka FN, Pasco JA, Mykletun A, Williams LJ, Hodge AM, O'Reilly SL, et al. Association of Western and traditional diets with depression and anxiety in women. Am J Psychiatry 2010 Mar;167(3):305-311.

36. Kuczmarski MF, Cremer Sees A, Hotchkiss L, Cotugna N, Evans MK, Zonderman AB. Higher Healthy Eating Index-2005 scores associated with reduced symptoms of depression in an urban population: Findings from the Healthy Aging in Neighborhoods of Diversity Across the Life Span (HANDLS) study. J Am Diet Assoc 2010 Mar;110(3):383-389.

37. Gardener S, Rainey-Smith SR, Keogh JB, Mathieson SL, Martins RN. Dietary patterns associated with Alzheimer's disease and related chronic disease risk: A review. J Alzheimers Dis Parkinsonism 2013;S10:(005).

38. Eskelinen MH, Ngandu T, Tuomilehto J, Soininen H, Kivipelto M. Midlife healthy-diet index and late-life dementia and Alzheimer's disease. Dement Geriatr Cogn Dis Extra 2011 Jan;1(1):103-112.

39. Gu Y, Nieves JW, Stern Y, Luchsinger JA, Scarmeas N. Food combination and Alzheimer disease risk: A protective diet. Arch Neurol 2010 Jun;67(6):699-706.

40. Gustaw-Rothenberg K. Dietary patterns associated with Alzheimer's disease: Population based study. Int J Environ Res Public Health 2009 Apr;6(4):1335-1340.

41. van Dongen JM, Proper KI, van Wier MF, van der Beek AJ, Bongers PM, van Mechelen W, et al. Systematic review on the financial return of worksite health promotion programmes aimed at improving nutrition and/or increasing physical activity. Obes Rev 2011 Dec;12(12):1031-1049.

42. Kahn-Marshall JL, Gallant MP. Making healthy behaviors the easy choice for employees: A review of the literature on environmental and policy changes in worksite health promotion. Health Educ Behav 2012 Dec;39(6):752-776.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Getting Buy-In

Why is Buy-In Important?

Getting buy-in from managers and employees will ensure that the committee has the support and resources to create a Healthy Workplace Nutrition Environment in your workplace.

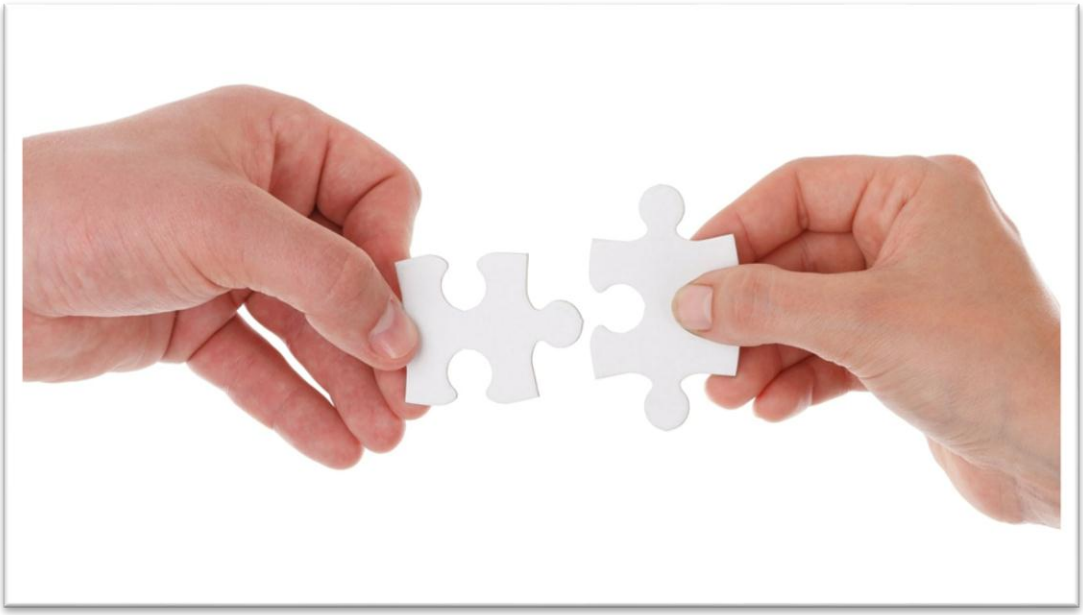
The Importance of Management Support

Management buy-in is essential to get resources such as the time and money needed to develop and implement a plan. To succeed in creating a Healthy Workplace Nutrition Environment, everyone in the organization must be working towards a common goal.

In addition, managers will need to address organizational factors that affect eating behaviours, and have an active role during any change process.

The Importance of Employee Support

Employee buy-in means that employees will be excited and supportive of changes to the workplace food environment.



How to Get Buy-In

Collect Information About How People Feel

The first step to getting buy-in is to understand how managers and employees feel about the issues surrounding healthy eating in the workplace. Pay attention to answers in employee surveys and discussions with managers and decision-makers.

If managers or employees do not currently support changes to the workplace nutrition environment, you may need to do some work to build support before you can move forward.

In addition to the information in this factsheet, also review the information in the **Business Case** and the **Factors that Influence Eating Habits** fact sheet, available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Identify Any Issues that May Prevent Buy-In

There are many reasons that managers, decision-makers or employees may not be comfortable making changes in the workplace to promote healthier eating habits.

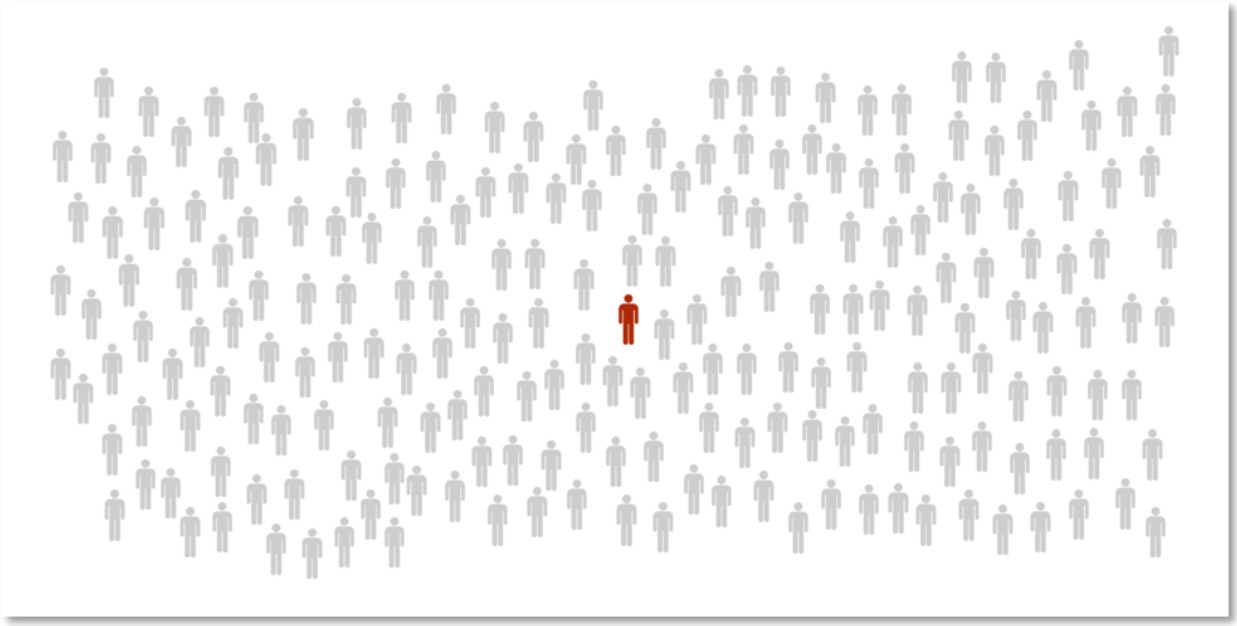
Pay careful attention to questions and concerns that people in your workplace have, as this will give you an idea of why they may not currently support making changes. This can help to identify areas that require further discussion and education.

Here are some reasons managers, decision-makers and employees may not support healthy eating initiatives, as well as some information on how to address the issues:

Issue 1. 'My diet is pretty good already'.

Many people believe that they follow healthy eating guidelines and there is no need to improve their own eating habits.[4] Seventy-four per cent of Canadians rate their own diet as 'good', 'very good' or 'excellent'.[5] However, research shows that very few Canadians have a healthy eating pattern.[6] Managers and employees may need to be convinced that everyone can benefit from improvements in diet quality.

Only 0.5% of Canadians eat a diet consistent with nutrition recommendations.[6]
That's one in every 200 people.



Issue 2. 'There are already enough healthy choices'.

Managers may resist changes if they believe that there are currently enough healthy choices in the workplace.[7]

Assess the food and beverages offered during meetings and events and offered in workplace vending machines and cafeterias. If you find that most of the food and beverage options meet the criteria for "Sell/Offer Less" or "Not Recommended", use this information to advocate for healthier options in your workplace. For more information on assessing the food and beverages available in your workplace, please see the assessment tools for **Retail Settings** and **Vending Machines,** available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Issue 3. 'This will take away personal choice'.

Some people may view changes to the food offered and sold in the workplace as a threat to personal freedom.[8] For example, replacing some less healthy options in a vending machine with healthier options may be seen as 'taking away choice'.

Reframe the issue so that managers and employees can see that making changes to the type of food and beverages that the workplace offers and sells will actually increase choice.

Important: Explain that employees are always free to bring food from home for their own personal use. Making improvements to the nutritional quality of food and beverages does not take away personal choice.

Issue 4. 'Everything in moderation'.

Eating Well with Canada's Food Guide recommends a healthy diet pattern to promote food health. In addition to eating more vegetables, fruit, whole grains and meat alternatives, employees can improve their diet quality by cutting back on 'Foods to Limit'. "The '**Eat Well**' section of **Canada's Food Guide** is designed to provide examples of the types of foods and beverages that are high in calories, fat, sugar or salt that should be limited."[9] 'Foods to Limit' include: cakes, pastries, chocolate, candies, cookies, granola bars, doughnuts, muffins, ice cream, frozen desserts, French fries, potato chips, nachos, salty snacks, alcohol, fruit flavoured drinks, soft drinks, sports drinks, energy drinks and sweetened hot or cold drinks.[10]

People tend to be optimistic about their eating habits.[11] Using the message "everything in moderation" without defining moderation may cause people to assume that their current eating pattern is healthy. Unfortunately, there is no clear definition for 'moderation' or 'limit'. This makes it difficult for to compare their personal eating habits to nutrition recommendations.

In a research study on diet quality in Canada, Statistics Canada defined moderation as no more than five per cent of daily calories from 'Foods to Limit' (about 100 calories per day for a 2000 kcal diet).[6] However, almost a quarter of the calories that Canadians eat every day come from 'Foods to Limit'.[12] (About 450 calories per day.)

Within the workplace, highlight how the proposed changes to the workplace food environment can help employees to make healthier choices. For example, serving healthier food in meetings instead of offering 'Foods to Limit'.

For the average Canadian, moderation is about 100 calories a day.

Moderation can also be described of as one or two indulgent desserts per week or two restaurant meals per month.

Issue 5. 'People just need to be educated on healthy eating'.

Some people may feel that poor eating habits are a result of a lack of knowledge in healthy eating and request an 'education only' approach.

Education is a key part of promoting healthy eating in the workplace. Education and skill building can help individuals to make healthier choices. However, an 'education only' approach is not recommended.

Education is the starting point for promoting healthy eating in the workplace. Workplace must move beyond providing education to ensure the workplace food environment supports and promotes healthy eating by making the healthy choice, the easy and preferred choice.

Seventy-eight per cent of Canadians believe that they are 'very' or 'somewhat' knowledgeable about nutrition.[13]

Despite the fact that people are confident about their nutrition knowledge, poor diet quality continues to be a problem for most Canadians.[6]

Issue 6. 'Nutrition experts keep changing their minds'[14].

There are so many sources of conflicting nutrition information that people may become frustrated and no longer follow healthy eating advice.[14]

To ensure that managers and employees receive consistent, accurate, credible and evidence-based nutrition information, all nutrition education should be provided by a Registered Dietitian.[15]

Issue 7. 'People just need to be more responsible'.

People may believe that eating habits are solely an individual issue. This belief assumes that food and beverage choices are always thoughtful and rational 'choices'. The more people believe that individuals are responsible for their own food choice; the less likely they are to support making changes to the workplace food environment.[7]

Reframe the issue by educating managers and employees on the external factors that influence individual eating behaviours. For more information, see the **Factors that Influence Eating Habits** factsheet, available at www.osnpph.on.ca/workplace-nutrition-advisory-group. Ask people to share their personal experiences during education sessions about factors that influence their eating habits.[16] This can be a powerful way to show the influence of the food environment on personal food decisions.

Issue 8. 'It doesn't matter what you eat as long as you maintain a healthy weight'.

The focus on weight assumes that anyone who has gained weight does not follow a healthy diet. This health promotion approach misses employees who have been able to maintain their weight, despite having a poor quality diet.

Focusing on weight can increase stigma and discrimination against people who have gained weight. The effects of discrimination can actually work against health promotion efforts. As people feel worse about themselves they are less likely to maintain a healthy lifestyle.[17]

For more information, see the **Taking the Focus Off Weight** factsheet, available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Weight is not a stand-alone indicator of health. Promote diet quality and physical activity, rather than focusing health promotion efforts on weight management or weight loss.

Issue 9. 'It doesn't matter what you eat as long as you're active'.

Physical activity is an important part of a healthy lifestyle, but it is not a substitute for healthy eating. Both healthy eating and physical activity are needed for optimal health.

Some people argue that diet quality is not important as long as people do enough physical activity to 'burn off the extra calories'. This is the result of a focus on weight rather than overall wellness.

Focusing on calorie balance does not consider the importance of diet quality to ensure that employees get enough vitamins, minerals and fibre. It also does not consider the health risks from eating too much sugar, salt, saturated fat or artificially produced trans fats.

Encourage improvements in diet quality and physical activity for all employees.

Issue 10. 'We've Tried Making Changes Before and It Didn't Work'.

Sometimes retail settings make an effort to offer healthier food and beverages, but find that the healthier items don't sell well. This type of experience is very frustrating for food retailers and can make them less willing to make changes in the future.

There are many reasons that healthier items don't sell well, ranging from too much competition from less healthy food and beverages, healthier choices are more expensive than other items, healthier choices are not marketed well, as well as many other reasons.

An existing food service operator in your workplace is a key decision-maker in the change process. They should be involved in discussions about making changes to retail food services.

Each experience is a chance to learn more about what works and does not work in your workplace. Try offering healthier options in a way that addresses price, placement, promotion and taste for a few months before making any changes permanent. This may create more buy-in with food service operators.

For more information on implementing healthier choices in retail settings in your workplace see the factsheets on **Retail Settings** and **Vending Machines,** available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Recommended Actions

Managers and Decision-Makers

Managers and decision makers may need education to provide an overview of the importance of healthy eating in the workplace. The education session should address concerns and identify barriers to healthy eating.

For more information on providing education for managers and decision-makers, please see **Nutrition Education for Key Decision Makers and Intermediaries Provided by a Registered Dietitian**, available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Employees

Employees may need education to address concerns and identify barriers to healthy eating. The focus of the education should highlight how the current environment makes it difficult for individuals to make healthy choices. Frame the issue in a way that shows that making changes actually increases the ability for employees to make a choice, rather than being something that removes choice.

The process of making changes in the workplace should ensure that employees feel that they have been part of the decision-making process. Their questions and concerns should be addressed in a short period of time and there should be a member of the management team that is responsible for leading any changes.

For more information on providing education for employees, please see the factsheet **Providing Credible Healthy Eating Information**, available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace”, available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks Communication Services of the Haldimand-Norfolk Health Unit for the design of this factsheet.

References

1. Canadian Mental Health Association. Comprehensive Workplace Health Promotion – Affecting Mental Health in Workplace. 2010; Available at: http://wmhp.cmhaontario.ca/comprehensive-workplace-health-promotion-affecting-mental-health-in-the-workplace. Accessed November 8, 2013.

2. Kerber K, Buono AF. Rethinking organizational change: Reframing the challenge of change management. Organizational Development Journal 2005;23(3):23-38.

3. Bruckman JC. Overcoming resistance to change: Causal factors, interventions, and critical values. Psychologist-Manager Journal 2008;11:211-219.

4. Gregory,C., Smith,T. and Wendt,M. How Americans rate their diet quality: An increasingly realistic perspective. United States Department of Agriculture. 2011.

5. Canadian Council of Food and Nutrition. Tracking nutrition trends VII. 2008.

6. Garriguet D. Diet quality in Canada. Health Rep 2009 Sep;20(3):41-52.

7. Bos C, Van der Lans IA, Van Rijnsoever FJ, Van Trijp HC. Understanding consumer acceptance of intervention strategies for healthy food choices: A qualitative study. BMC Public Health 2013 Nov 13;13(1):1073.

8. Laurin K, Kay AC, Fitzsimons GJ. Reactance versus rationalization: Divergent responses to policies that constrain freedom. Psychol Sci 2012 Feb;23(2):205-209.

9. Health Canada. Ready-to-use presentation for intermediaries on "Eating Well with Canada's Food Guide". 2011; Available at: http://www.hc-sc.gc.ca/fn-an/food-guide-aliment/educ-comm/presentation-eng.php. Accessed 02/02, 2014.

10. Health Canada. Eating Well with Canada's Food Guide. 2007.

11. Shepherd R, Shepherd R. Resistance to changes in diet. Proc Nutr Soc 2002 May;61(2):267-272.

12. Garriguet,D. Nutrition: Findings from the Canadian Community Health Survey 2004. Overview of Canadians’ eating habits. Statistics Canada. 2004.

13. Canadian Council of Food and Nutrition. Ethnographic study: A new perspective on Canadians’ attitudes and behaviours toward food and nutrition. 2010.

14. Nagler RH. Adverse outcomes associated with media exposure to contradictory nutrition messages. J Health Commun 2014;19(1):24-40.

15. College of Dietitians of Ontario. Why regulation matters. 2014; Available at: http://www.collegeofdietitians.org/Web/Public/Why-Regulation-Matters.aspx. Accessed March 5, 2015.

16. Chapman S. Reflections on a 38-year career in public health advocacy: 10 pieces of advice to early career researchers and advocates. Public Health Research & Practice 2015;25(2):e2521514.

17. Major B, Eleizer D, Rieck H. The psychological weight of weight stigma. Social Psychological and Personality Science 2011 January 19, 2012 [online]:1-10.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Section 2

Committee Approach

Establishing a Committee that Addresses Wellness

Why is it Important to Establish a Committee?

Workplace health initiatives are often more successful when a committee approach is used.[1-8] Using a committee to plan health promotion activities ensures that decisions will consider different opinions and interests throughout the workplace.[6]

What is the First Step to Creating a Committee?

Before creating a committee to address wellness in your workplace, you will need support from management. This ensures that managers support the time and resources that will be needed to create and maintain a committee.

See the **Building Management Support** fact sheet for more information, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

How Many People Should Be On the Committee?

The size of your committee will depend on the size of your workplace. Small workplaces may only have a few people. Large workplaces should have a larger committee with representatives from throughout the organization.

Who Should Be a Part of the Committee?

The committee should represent all important decision-makers in your workplace, so that all needs and perspectives are considered. Invite representatives for:

- Employees
- Managers and supervisors
- The health and safety committee
- The human resources and benefits department
- The food services department
- The purchasing department
- The fundraising committee
- The social committee
- The training and development department
- The marketing and communications department
- Unions and employee associations

Unions and employee associations can be helpful to build energy and support for your healthy eating initiatives, especially if the workplace is implementing policies or changes in services.

Whenever possible, nominate healthy eating champions to the committee. A healthy eating champion is an employee that is passionate and dedicated to healthy eating who can communicate information to co-workers, listen effectively and seek feedback from their peers.[9] Having champions on your committee will help to create excitement and buy-in among employees.

What Does the Committee Do?

The committee is responsible for assessing the needs of the workplace, creating an action plan, implementing the action plan and evaluating the results to see if the plan was effective.

Walking the Talk

Have a conversation with workplace decision-makers to decide what your wellness committee will be able to do. Make it clear to decision-makers that effective workplace health promotion efforts go beyond educating employees about healthy lifestyles to create a supportive environment. For example, it doesn't make sense to educate employees about healthy eating while serving less healthy food and beverages in workplace meetings and events. The actions of the workplace should be consistent with the health messages that are provided to employees.

How Do I Know if the Committee is Working Well?

Check in from time to time to see if the committee is doing what it set out to do. Ask questions such as:

- Are the planned actions taking place?
- Are committee members attending meetings?
- Are committee members participating in the meetings?
- Do committee members volunteer to take on work for the committee?
- Are workplace decision-makers supportive of the plans and actions of the committee?
- If not, why is this happening?

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, "Rethinking Healthy Eating in the Workplace" available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Story M, Kaphingst KM, Robinson-O'Brien R, Glanz K. Creating healthy food and eating environments: Policy and environmental approaches. Annu Rev Public Health 2008;29:253-272.

2. Lassen A, Bruselius-Jensen M, Sommer HM, Thorsen AV, Trolle E. Factors influencing participation rates and employees' attitudes toward promoting healthy eating at blue-collar worksites. Health Educ Res 2007 Oct;22(5):727-736.

3. Cousineau T, Houle B, Bromberg J, Fernandez KC, Kling WC. A pilot study of an online workplace nutrition program: The value of participant input in program development. J Nutr Educ Behav 2008;40(3):160-167.

4. Hersey J, Williams-Piehota P, Sparling PB, Alexander J, Hill MD, Isenberg KB, et al. Promising practices in promotion of healthy weight at small and medium sized U.S. worksites. Prev Chronic Dis 2008;5(4):1-11.

5. Kruger J, Yore MM, Bauer DR, Kohl HW. Selected barriers and incentives for worksite health promotion services and policies. Am J Health Promot 2007;21(5):439-447.

6. Henning R, Warren N, Robertson M, Faghri P, Cherniack M, CPH-NEW Research Team. Workplace health protection and promotion through participatory ergonomics: an integrated approach. Public Health Rep 2009 Jul-Aug;124 Suppl 1:26-35.

7. Pronk NP. Placing workplace wellness in proper context: value beyond money. Prev Chronic Dis 2014 Jul 10;11:E119.

8. Arena R, Guazzi M, Briggs PD, Cahalin LP, Myers J, Kaminsky LA, et al. Promoting health and wellness in the workplace: a unique opportunity to establish primary and extended secondary cardiovascular risk reduction programs. Mayo Clin Proc 2013 Jun;88(6):605-617.

9. Vales E. Employees CAN make a difference! Involving employees in change at Allstate Insurance. Organizational Development Journal 2007;25(4):27-31.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Management Representation on the Committee

Why is it Important to Have Management Represented on the Committee that Addresses Wellness?

The most important part of any organizational change is management support.[1,2] To create a culture of health in your workplace, your workplace leaders must be wellness champions and participate in the development of the wellness plan.[3]

Management participation is essential to make wellness activities a success.[4] Managers can provide perspective to group conversations and link the goals of the committee to the vision, mission and goals of the workplace.[5] They can also engage other managers throughout the workplace[4,5] and help get resources, such as time and money, to support the wellness plan.[5,6] Managers also provide a link at the management level to make recommendations.

Ideally the chair of the wellness committee is in a leadership position in the workplace and has an excellent understanding of the workplace culture.[3]

Without management participation on your committee, you can still offer healthy eating education information to employees. However, it is unlikely that your committee will be able to make important changes in the workplace such as including Registered Dietitian services in the benefits plan, implementing policies, making changes to food and beverages that are offered and sold in the workplace or improving access to equipment to allow employees to store and prepare food at work.

The Role of Management in the Process of Change

When changes are made to policies and practices that address food offered and sold in your workplace managers will be responsible for informing employees. It will be important for managers to listen to concerns and understand employee's feelings, opinions and fears to build trust during the change process.[2,3]

For more information on the process of implementing a Healthy Workplace Nutrition Environment, see the **Process to Implement the Nine Essential Elements** infographic and the **Comprehensive Workplace Health Promotion** factsheet, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

What if Management Does Not Want to Participate in a Committee?

If it is not right time to create a Healthy Workplace Nutrition Environment in your workplace, you may want to wait until a more appropriate time to bring up the subject in the future.

If the issue is that management is not convinced that healthy eating is a priority for your workplace, you can:

- Add questions to a general employee satisfaction survey or employee needs survey to find out what health topics are of interest to employees.
- Complete the **Healthy Eating in the Workplace Checklist** and use the information as a baseline. This information may be useful to show to managers to let them know what has been completed and what still needs to be done.
- Use the **Business Case** to demonstrate the financial impact of not taking action to promote healthy eating in the workplace, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Kerber K, Buono AF. Rethinking organizational change: Reframing the challenge of change management. Organizational Development Journal 2005;23(3):23-38.

2. Bruckman JC. Overcoming resistance to change: Causal factors, interventions, and critical values. Psychologist-Manager Journal 2008;11:211-219.

3. Arena R, Guazzi M, Briggs PD, Cahalin LP, Myers J, Kaminsky LA, et al. Promoting health and wellness in the workplace: A unique opportunity to establish primary and extended secondary cardiovascular risk reduction programs. Mayo Clin Proc 2013 Jun;88(6):605-617.

4. Henning R, Warren N, Robertson M, Faghri P, Cherniack M, CPH-NEW Research Team. Workplace health protection and promotion through participatory ergonomics: An integrated approach. Public Health Rep 2009 Jul-Aug;124 Suppl 1:26-35.

5. Pronk NP. Placing workplace wellness in proper context: Value beyond money. Prev Chronic Dis 2014 Jul 10;11:E119.

6. World Health Organization and World Economic Forum. Preventing noncommunicable diseases in the workplace through diet and physical activity: WHO/World Economic Forum Report of a Joint Event. 2008.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Organizing the Committee

Have Regular Meetings

The committee needs to meet regularly so that members can make time in their schedules to attend meetings and follow through with their responsibilities for the committee.

Ideally, the committee should meet at least once per month. Try to choose a time each month that works for everyone and schedule the meetings in advance, for example “the first Tuesday afternoon each month”.

Create a Terms of Reference

A Terms of Reference is a document that outlines the roles and responsibilities of committee members and describes how decisions are made. See the template below.

Items in brackets [] will be filled in by your workplace.

[Committee name]

Terms of Reference

Purpose of the committee

The purpose of the [committee name] is to develop, implement, evaluate and sustain a comprehensive healthy eating plan in the workplace. The intent is to make the healthy choice the easy choice and ensure that workplace practices are in line with healthy eating messages promoted in [the name of your workplace]. The [committee name] will lead the process to create a comprehensive healthy eating plan in [the name of your workplace].

For example, the [committee name] will:

- Develop the Terms of Reference
- Complete a survey of employee needs related to healthy eating
- Complete the Healthy Eating in the Workplace Checklist
- Pick the top three priorities for the workplace
- Form a plan to address the priorities
- Check in with management
- Carry out the plan
- Manage resources (time, budget)
- Evaluate the plan
- Review the Healthy Eating in the Workplace Checklist and update the plan
- Communicate with workplace employees and managers about committee activities

Membership

The Committee will consist of [number] members and will include representatives from: [e.g., management, unions/employee associations, employees, health and safety staff, etc.]

Roles and Responsibilities

Chair

The Chair of the [committee name] will be chosen by [e.g., rotating through all members, designated chair each year, etc.] The Chair will: call for agenda items and draft the agenda for meetings; ensure the minimum number of members are present; and help the committee members work towards a common goal.

Recorder

The recorder will be [e.g., chosen at each meeting, rotated, etc.]. The recorder will take minutes of each meeting and give to the chair for distribution within [number of days] days of the meeting.

Members

Members of the [committee name] will:

- Attend meetings
- Complete tasks as needed

Decision-making

When making decisions, the [committee name] will try to reach agreement among all members.

If agreement cannot be reached decisions will be made by [e.g., majority vote, designated decision-maker such as a senior manager, etc.].

Meetings

Meetings will be held on the [designated day] of each month or at the call of the Chair. There will be a minimum of [number] meetings per year.

At least fifty percent of the committee members plus one must be present in order to proceed with the meeting.

Terms of Reference Review

The Committee will review the Terms of Reference every [period of time] (e.g., two years).

Organize the Meetings

An agenda will help to organize committee meetings. Below is a template that you can adapt for your workplace. Items in brackets [ ] will be filled in by your workplace.

[Committee name]

Meeting Agenda

Date: Time:

Location:

Chair: Recorder:

Guests:

No.	Item/Discussion	Handouts/Documents
1.0	Agenda Review & Additions	
2.0	Review & Approval of Minutes	
3.0	Business Arising from Minutes/Updates	
4.0	New Business	
Standing Items:		
5.0	Information Sharing	
6.0	Next Healthy Eating Checklist Review: (Date)	
7.0	Next Meeting:	

Meeting Schedule:

Meeting Date	Chair	Recorder

Make Notes About What Happens in the Meetings

Minutes help to keep track of wellness committee discussions. Post the minutes so that all employees can see what the committee is planning.

Below is a template that you can adapt for your workplace. Items in brackets [ ] will be filled in by your workplace.

[Committee name]

Meeting Minutes

Date:	Time:
Chair:	Recorder:
Participants:	
Guests:	
Regrets:	

Agenda Item	Discussion Points	Decision/Action (Note who will complete the action and when it will occur)
1.0 Agenda Review & Additions		
2.0 Review & Approval of Minutes		
3.0 Business Arising from Minutes/Updates		
4.0 New Business		
5.0 Information Sharing		
6.0 Next Healthy Eating Checklist Review: (Date)		
7.0 Next Meetings:		

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Nutrition Education for Committee Members Provided by a Registered Dietitian

Why Educate Committee Members?

Members of the committee that addresses wellness make important decisions that will affect the overall health of employees.

Before creating an action plan, it is important that committee members receive credible healthy eating information. Skipping this step may result in unintended harm and the distribution of nutrition misinformation in your workplace.

What Should the Education Focus On?

It is recommended that the education is provided by a Registered Dietitian with current experience in workplace wellness. Topics should include:

Why healthy eating is an issue for workplaces

See the **Business Case** factsheet for information on why workplaces should take action to promote healthy eating, available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

The definition of 'healthy eating'

Healthy eating means following the recommendations in **Eating Well with Canada's Food Guide**, which describes the type and amount of food people need to eat to support good health.[1] Following the advice in **Canada's Food Guide** will help employees to get enough vitamins, minerals and other nutrients, which can reduce the risk of developing a nutrition-related chronic disease.[1]

Canada's Food Guide recommends the average number of servings from each food group that Canadians should eat each day.[1] There is an emphasis on: dark green and orange vegetables; whole grains; lower fat milk or alternatives; meat alternatives like beans, lentils and tofu; fish; and drinking water for thirst.[1] **Canada's Food Guide** encourages people to choose food and beverages that are prepared with little or no added fat, sugar or salt.

The back page of the Food Guide provides important information on the foods that do not fit within a healthy eating pattern on a regular basis.[2] Food and beverages that have higher amounts of added fat, sugar and salt are described as "Foods to Limit".[1] Eating too many "Foods to Limit" means that healthier food and beverages are replaced with food and beverages that are too high in salt, sugar or fat.

For more information on Canada's Food Guide visit: healthcanada.gc.ca/foodguide.

Barriers for employees to eat well at work

This information can help to reframe the issue of healthy eating from an individual issue to highlight external factors that positively or negatively influence individual food choices. This education can help to increase support for interventions that go beyond educating individuals to make changes and develop policies in the workplace. See the factsheet on **Factors that Influence Eating Habits** for more information, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Suggested actions for workplaces

The **Healthy Eating in the Workplace Checklist** provides action items for the workplace to complete to work towards creating a Healthy Workplace Nutrition Environment. Use the checklist as part of the initial assessment in addition to an employee survey or focus group.

Why Consult a Registered Dietitian?

When offering nutrition education, it is important to ensure the service provider is a qualified professional, who offers credible, evidence-based information.

Registered Dietitians are regulated by the College of Dietitians of Ontario to ensure that educational requirements have been met and that members are conducting safe, competent, ethical and evidence-based practice.

For more information on the benefit of Registered Dietitians please see these resources:

What is the difference between a dietitian and a nutritionist?
http://www.dietitians.ca/Downloads/Public/What-is-difference-RD-factsheet.aspx

Dietitians - The smart choice for advice on healthy eating.
http://www.dietitians.ca/Downloads/Public/Dietitians-SmartChoice-Col.aspx

If your Public Health agency does not have a Registered Dietitian available to work with you on your workplace to promote healthy eating, you may be able to access a Dietitian through your Employee Assistance Program. Alternatively, you can work with a Registered Dietitian in private practice.

Find a Registered Dietitian: http://www.dietitians.ca/Your-Health/Find-A-Dietitian/Find-a-Dietitian.aspx

How do I Know if a Nutrition Professional is a Registered Dietitian?

Many individuals offer nutrition counseling services. Be careful to ensure that the person you select to offer nutrition education is a qualified nutrition professional. To verify that a nutrition educator is a Registered Dietitian check the Register of Dietitians at the College of Dietitians of Ontario.

Evaluate the Education

Determine the type of information that you will need in order to identify what worked well and what did not work well.

Were the actions that were planned completed?

- Have all committee members had an opportunity to attend the education session?
- If committee members did not attend the education session, why did this happen?

See if the education was effective.

- After the education session collect feedback from the committee members.

Sample Questions for Committee Members

Question 1.

Was there any information that was missing?

Question 2.

What could be done to improve the session?

Question 3.

What changes will you make as a result of this education session?

Question 4.

What do you think should be done to promote healthy eating in your workplace?

Question 5.

On a scale of 1 to 10, please rate your knowledge level on healthy eating in the workplace.

	Basic → **Very High**									
	1									**10**
My level of knowledge on healthy eating in the workplace **BEFORE** this presentation was:	1	2	3	4	5	6	7	8	9	10
My level of knowledge on healthy eating in the workplace **AFTER** this presentation was:	1	2	3	4	5	6	7	8	9	10

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Health Canada. Eating Well with Canada's Food Guide: A resource for educators and communicators. Ottawa: Health Canada; 2007.

2. Health Canada. Ready-to-Use Presentation for intermediaries on "Eating Well with Canada's Food Guide". November 8, 2011; Available at: http://www.hc-sc.gc.ca/fn-an/food-guide-aliment/educ-comm/presentation-eng.php. Accessed March 14, 2014.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Sample Survey Questions

Creating an Employee Survey

Use these sample survey questions as a guide to help you develop a survey to ask employees about their needs. Questions can also be asked in a focus-group format.

Please keep in mind:

- This is not a complete list of questions, but a sample to get you started.
- Only ask questions that are relevant to your workplace.
- Think about how you will use the information before adding questions to a survey.

Once your committee has implemented actions, you can ask some of these questions again to evaluate the changes in your workplace!

Management Encouragement to Attend Education

Question 1.

My manager or supervisor encourages me to attend education sessions.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 2.

I feel pressured to work instead of attending education sessions.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 3.

I have enough time during the workday to attend education sessions.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 4.

If you disagree or strongly disagree with the previous statement, please describe barriers that prevent you from being able to attend education sessions during the workday.

Management and Weight Bias

Question 1.

I feel that I am treated differently by my manager (or supervisor) because of my weight status.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 2.

If you agree or strongly agree with the previous statement, what did you experience? (Select all that apply)

- ☐ Weight-based comments
- ☐ Weight-based teasing or jokes
- ☐ Being left out or ignored
- ☐ Not getting a job, promotion or raise
- ☐ Being treated unfairly
- ☐ Other (please specify)

Committee Effectiveness

Our wellness committee takes action to support healthy eating.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Using Food as an Incentive

Question 1.

Food is used to encourage employees to participate in work-related activities, for example, meetings, education events, fundraising or vaccinations.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 2.

Other than food or beverages, what type of incentives would motivate you to participate in workplace activities?

Using Food as a Reward

Question 1.

Food is used to reward employees for a job well done.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 2.

Other than food or beverages, what type of rewards appeal to you?

Food in Common Areas

Question 1.

Food is available in common areas (e.g., leftover holiday candy, candy bowls on desks, leftovers from meetings, etc.)

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 2.

I would prefer it if food was not available in common areas.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Workplace Celebrations

These questions apply to celebrations that our workplace arranges such as retirements, employee recognition events, seasonal celebrations and acknowledging workplace milestones.

Question 1.

I think the food served during workplace celebrations should be healthier.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 2.

There is too much food served at workplace celebrations.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 3.

There are too many workplace celebrations that involve food in our workplace.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 4.

I avoid food related workplace celebrations.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 5.

I am interested in celebrating workplace events in ways that don't involve food.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 6.

Please make a suggestion for ways to celebrate that do not involve food.

Employee Celebrations

These questions apply to celebrations that employees arrange such as birthdays, wedding showers, baby showers or potlucks.

Question 1.

In our workplace, employees celebrate events without food.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 2.

I think the food served during employee celebration events should be healthier.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 3.

There is too much food offered during employee celebration events.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 4.

There are too many celebration events that involve food in our workplace.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 5.

I avoid food related celebration events.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 6.

It is important to me to celebrate personal events such as birthdays, in the workplace.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 7.

I am interested in celebrating in ways that don't involve food.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 8.

Please make suggestions for ways to celebrate that do not involve food.

Food Served in Meetings and Events

Question 1.

Food that is served during workplace meetings and events is healthy.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 2.

I am given an opportunity to tell meeting organizers that I have a special dietary need before a meeting or event.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 3.

Do you have any suggestions for food and beverages to serve at meetings and events?

Nutrition Education

I need nutrition education to help me manage a health condition or special diet. For example, diabetes, blood pressure, celiac disease, cholesterol, kidney disease, etc.

- ☐ Yes
- ☐ No

Weight Bias Education for Employees/Harassment Prevention

Question 1.

I feel that people judge me based on what I eat or drink.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 2.

I feel that am treated differently at work because of my weight status.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 3.

If you agree or strongly agree with the previous statement, what did you experience? (Check all that apply)

- ☐ Weight-based comments
- ☐ Weight-based teasing or jokes
- ☐ Being left out or ignored
- ☐ Not getting a job, promotion or raise
- ☐ Being treated unfairly
- ☐ Other (please specify)

Education on Food and Nutrition for Employees

On the topic of healthy eating, I would like to learn more about:

Factors that Influence Eating Habits

What makes it hard for you to eat well? (Check all that apply)

- ☐ Cost
- ☐ Time
- ☐ Convenience
- ☐ Making food decisions when hungry
- ☐ Availability of unhealthy food
- ☐ Social occasions
- ☐ Food preferences of others
- ☐ Stress
- ☐ Emotions (e.g., eating when upset)
- ☐ Too tired/don't feel well
- ☐ Eating while doing other things (e.g., eating at desk, watching television)
- ☐ Lack of access to fresh/healthy food
- ☐ Often eating out/lack of healthy choices when eating out
- ☐ Other (please specify)

Healthy Eating Challenges

Do you have any suggestions for a healthy eating challenge in our workplace?

Food Skills

Question 1.

What makes it hard for you to eat well? (Check all that apply)

- ☐ Not sure how to cook
- ☐ Not sure how to read labels
- ☐ Not sure how to plan meals
- ☐ Healthy food is too expensive
- ☐ Other (please specify)

Question 2.

I am interested in having these opportunities at work: (Check all that apply)

- ☐ Learning how to choose healthier food options (shopping, label reading)
- ☐ Improving my cooking
- ☐ Learning about gardening
- ☐ Learning about eating on a budget
- ☐ Other (please specify)

Education for Employee's Family Members

Question 1.

My family members are interested in participating in education and skill building sessions on healthy eating in our workplace.

- ☐ Yes
- ☐ No

Question 2.

If you answered yes, what healthy eating topics are your family members interested in learning about?

Support Groups

Question 1.

My family members: (Select one)

- ☐ Make it easier to eat well
- ☐ Have no effect on my eating habits
- ☐ Make it harder to eat well

Question 2.

My friends: (Select one)

- ☐ Make it easier to eat well
- ☐ Have no effect on my eating habits
- ☐ Make it harder to eat well

Question 3.

My co-workers: (Select one)

- ☐ Make it easier to eat well
- ☐ Have no effect on my eating habits
- ☐ Make it harder to eat well

Question 4.

My supervisor or manager: (Select one)

- ☐ Makes it easier to eat well
- ☐ Has no effect on my eating habits
- ☐ Makes it harder to eat well

Question 5.

If you indicated that other people make it harder for you to eat well, please describe the situation.

Eating Area

Question 1.

How would you rate the quality of the eating area?

- ☐ Excellent
- ☐ Very Good
- ☐ Good
- ☐ Fair
- ☐ Poor

Question 2.

Do you have any suggestions to improve the eating area?

Meal Storage and Preparation Equipment

What food preparation equipment would you like to have in our workplace? (Check all that apply)

- ☐ Microwave
- ☐ Cold Water Dispenser or Fountain
- ☐ Ice Machine
- ☐ Hot Water Dispenser
- ☐ Toaster
- ☐ Refrigerator
- ☐ Other (please specify)

Meal Breaks

Question 1.

I feel pressured to work through my meal breaks.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 2.

I have enough time during the workday to eat / take a meal break.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 3.

If you disagree or strongly disagree with the previous statement, please describe barriers that prevent your from being able to take a meal break during the workday.

Vending Machines

Question 1.

Do you use the vending machine?

- ☐ Yes
- ☐ No

Question 2.

There are enough healthy options in the vending machine.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 3.

Healthy options sold in the vending machine are affordable.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 4.

Healthy options sold in the vending machine are tasty.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 5.

Healthy options sold in the vending machine are appealing.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 6.

I am not sure which options in the vending machine are healthy.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 7.

There are always options available in the vending machine that I can eat.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 8.

If you do not feel that there are options that you can eat, please suggest what could be done to improve the options available in the vending machine.

Retail Settings

Question 1.

Do you use the [retail setting]?

- ☐ Yes
- ☐ No

Question 2.

There are enough healthy options in the [retail setting].

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 3.

Healthy options sold in the [retail setting] are affordable.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 4.

Healthy options sold in the [retail setting] are tasty.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 5.

Healthy options sold in the [retail setting] are appealing.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 6.

Healthy options sold in the [retail setting] are convenient.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 7.

I am not sure which options in the [retail setting] are healthy.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 8.

There are always options available in the [retail setting] that I can eat.

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

Question 9.

If you do not feel that there are options that you can eat, please suggest what could be done to improve the options available in the [retail setting].

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

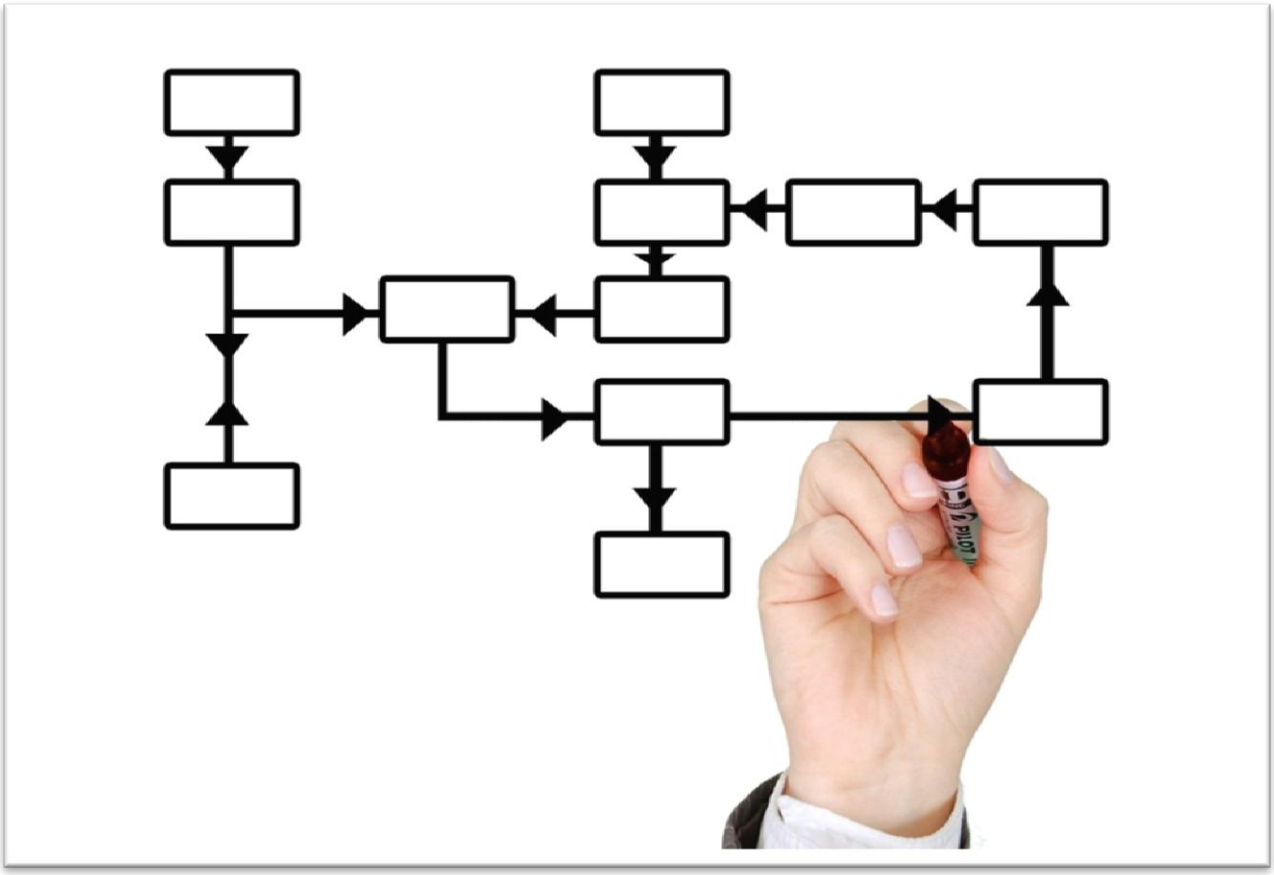
La société ontarienne des professionnel(le)s de la nutrition en santé publique

Creating a Work Plan

Why is it Important to Have a Work Plan?

Once you have management support and have established a committee that addresses wellness, you are now ready to plan the actions your workplace will take to create a Healthy Workplace Nutrition Environment.

Before creating the plan you need to assess the needs of your workplace. You can do this by completing the **Healthy Eating in the Workplace Checklist** to see the items that have not been completed. You can also ask employees about their needs and interests using an employee survey or focus group. See the **Sample Survey Questions** fact sheet for a list of questions that you may want to ask employees. Both documents are available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.



Making Decisions

Once you have completed the **Healthy Eating in the Workplace Checklist** and have received feedback from employees, the committee can begin a process to make decisions about what to work on first.

In the beginning you may want to look for "quick wins" that may motivate and encourage continued progress. Start small and work towards bigger initiatives.[1]

Things to Consider

When deciding on the items to work on, consider:

1. How easy would it be to implement this in my workplace?
2. Which items will make the most difference?
3. Is our workplace ready to make this change?
4. How likely is it that this will be successful?
5. Are there issues related to workplace policies or practices that need to be considered?
6. Do workplace stakeholders (e.g., managers, decision-makers, etc.) have opinions about healthy eating that need to be considered?[2]
7. Resources that will be needed to complete the actions such as staff time and money for incentives, printed materials, food costs, etc.
8. How much time it will take to address the item. Figure out what needs to be done and estimate the time it would take to complete the item.
9. What information do you need to keep track of to know if your plan was successful? (See the Evaluation fact sheet for more information)

Once the committee has had a chance to discuss the items that need to be addressed, choose three priority areas for improvement:

A._____

B._____

C._____

Setting Goals

Creating a plan with SMART goals makes it easier to be able to tell if you successfully completed your plan.

SMART objectives are:

Specific
Measurable
Attainable
Realistic
Timely

Item to be addressed	Equipment is available to store and prepare food (e.g., refrigerator, microwave, toaster, oven, kettle)
Objective	Purchase and install a refrigerator and microwave for the lunch room by May 31, 2015.
Timeline	• November 2014 - Meet with management to get approval for purchasing and installation of equipment • January 2015 - Meet with facilities to request a location for the equipment and to choose the equipment to be purchased. • May 2015 - The installation will be completed.
Person Responsible	Committee member to submit request to management and arrange with workplace purchaser
Resources Needed	1. Money to purchase equipment 2. Electrician to install outlets 3. Facilities to prepare space and complete installation
Evaluation (How will you know if you were successful?)	1. Was the equipment purchased and installed according to plan? 2. Was the project completed within budget? 3. Are employees satisfied with new equipment?

Presenting Your Plan to Managers and Decision-Makers

Once the plan is completed, the committee will need to present the plan to relevant decision-makers for approval to move ahead.

In some instances you may need to "make the case" for some changes in the workplace. See the **Creating Buy-In** and **Business Case** fact sheets if you feel that there may be some resistance to some aspects of the plan, available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Implementing the Plan

Communication

Communication is one of the most important parts of making changes in the workplace.

Employees and managers may need information on why healthy eating is important before they will participate in implementing the plan. Decide how your group will tell employees and managers about planned actions.[3]

If changes are being made to the workplace, employees will need consistent details on how, when and where changes will occur. They will also need to know who will be doing the work.

If your workplace has different types of employees (e.g., office workers and drivers), find the best way to communicate with each group (e.g., use internal email, internal websites, posters and paystub attachments to spread the word). Ensure that employees have a way to express concerns and ask questions. Be sure address concerns and questions in a timely manner.

Promote Your Work: Create Excitement About Your Actions!

Depending on your planned actions, you may want to hold an event to promote the work of the committee and create excitement about the actions that are taken. During a wellness event you may want to offer:

- Incentives
- Personalized health assessments
- Loyalty cards for choosing healthier food and beverages* in the cafeteria
- Cafeteria vouchers for healthier food and beverages*
- Samples of healthier food and beverages*

*Healthier food and beverages meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.

Keep Track of Evaluation Indicators

Your plan should include information about what the committee will need to know to be able to tell if the plan was successful or not.

In the example provided previously, the committee would need to keep track of when the approvals and installation happened, they would need to know how much it cost to compare it to their estimated budget and they would need to ask employees if they were satisfied with the equipment after it was installed.

Don't forget to collect this important information when you are implementing your work plan!

Keep the Process Going

Once you have implemented your plan and reviewed the evaluation information you are ready to being the process again.

Compare the evaluation information to the goals that were set in the plan. If they were implemented successfully your committee can begin the process of deciding the next set of items to work on.

If the plan was not implemented as planned, try to figure out why this happened. Make new plans to correct differences between desired results and actual results. Make note of important information that may influence future plans.

Begin the cycle again by completing the **Healthy Eating in the Workplace Checklist** and completing another employee survey or focus group. Use evaluation information from the previous plan to help the committee make decisions about the next items to work on.

The committee should present a report to management and other key stakeholders that outlines the successes and challenges of the plan and make recommendations for future improvements.[2]

Celebrate Your Successes!

Don't forget to celebrate your successes!

Even if things didn't work out as you expected them to, your committee knows what worked and what didn't, which will help you move forward in the future! Share your successes with all employees in your workplace to create energy and enthusiasm to create a Healthy Workplace Nutrition Environment.

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Wright S. Dealing with resistance. Nursing Standard 2010;24(23):18-20.

2. World Health Organization. Healthy Workplaces: A model for action for employers, workers, policy-makers and practitioners. 2010.

For more information

The complete document **Call to Action: Creating a Healthy Workplace Nutrition Environment**, including the **Nutrition Standards for Workplaces©**, can be downloaded from www.osnpph.on.ca.

The process of creating a healthy workplace nutrition environment may seem overwhelming at first, but don't be discouraged. There are likely many things that your workplace is already doing well.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health
La société ontarienne des professionnel(le)s de la nutrition en santé publique

Evaluating Committee Actions and Activities

Why is it Important to Evaluate Actions and Activities?

During the planning process, the committee should be thinking of how they will be able to tell if the action or activity was successful.

This can help the committee that addresses wellness to decide if more action is needed, if the action that was taken achieved what it was supposed to achieve. For example, did a policy that addressed the type of food and beverage served in workplace meetings and events result in healthier food being offered to employees? The evaluation can also inform the committee of the types of activities that were successful in their workplace. For example, did employees attend the health fair?

Finally, the evaluation allows the committee to show managers and decision-makers that they have successfully completed actions and activities, which have resulted in measureable benefits to the employees and the organization.

What is the Difference Between Actions and Activities

Actions are changes that the workplace makes to make it easier for employees to eat well. These changes may include food offered and sold to employees, changes to equipment and food and nutrition policies. Wellness activities may include health fairs, written information, education sessions, skill building sessions and contests.

Choosing SMART Goals and Objectives

During the planning process, it is recommended that the committee choose SMART goals and objectives. This makes it easier to tell if the goals and objective were met after the action or activity has been completed.

SMART objectives are:
Specific
Measurable
Attainable
Realistic
Timely

Example Goals and Objectives for Food Served in Meetings

Goal: Ensure employees have access to healthy, culturally appropriate food during meetings and events.

SMART Objective	Example
Specific: What do you want to do?	Ensure healthy, culturally appropriate food is served in meetings and events
Measurable: How much and how often will it be done?	In every meeting or event where food is served.
Attainable: How will it be done?	Employees will order food using set nutrition criteria. Meeting or event attendees will be asked if they have special dietary needs when they are invited.
Realistic: Will employees be able to do this?	Employees will use a standard catering form.
Timely: When will it be done?	The policy will take effect July 1, 2017.

Objective Summary:

Our workplace will ensure that healthy, culturally appropriate food is served whenever food is offered during meetings or events. Employees will be asked if they have special dietary needs when they are invited to a meeting or event where food will be offered. The meeting organizer will order food using a standard catering form, which will be based on a set nutrition criteria. The policy will take effect July 1, 2017.

Choosing Indicators to Evaluate Actions and Activities

When evaluating your activities, there are many indicators that can help you measure success. These include:

- Indicators that can tell you if you met the needs of employees,
- Indicators that tell you about the implementation process itself,
- Short-term indicators that show changes in employee knowledge, awareness or behaviours
- Long-term indicators that show changes over a long period of time, such as a reduction in a certain type of nutrition related chronic condition.

The evaluation can include all or a few types of success indicators. The indicators that you use should be able to tell you if you met your SMART objectives.

Types of Indicators to Evaluate Actions

Indicators that tell you what part of the process worked or did not work

- Did the committee have a representative from all stakeholder groups (e.g., management, employees, union representative, food service, health and safety, etc.)?
- Did everyone on the committee attend the meetings?
- Did everyone on the committee carry out their assigned activities?
- Did the committee complete all of the actions they had planned?
- Did the committee stay within the budget?
- Were there any problems implementing activities or policies?
- How many employees participated in the activities such as learning opportunities or events?
- Were employees satisfied with the activities and events?
- If people did not attend the activities or events, why did they choose not to attend?
- Did the activities happen at a time that was convenient for employees?
- Did everyone have a chance to participate?

Indicators that tell you if you met the needs of employees[1]

- Did employees like the incentives?
- Did the incentives motivate staff to participate?
- Did the employees find the information you gave them easy to understand?

Short-Term Outcome Indicators that Show Whether the Activities or Events Met the Objectives

- Are employees choosing healthier options in workplace retail settings (e.g., cafeteria, vending machine, tuck shop, etc.)?
- Are employees ordering healthier food and beverages for meetings and events?
- Do employees report having increased knowledge about healthy eating?[2]
- Have employees changed their eating behaviours? (Self-reported)[2]
- Have employees set a personal goal related to healthy eating?
- Has there been an improvement in the workplace food environment?
- Have there been any changes in cafeteria or vending sales?

Long-Term Outcome Indicators[1,2]

- Have there been any changes in absenteeism rates?
- Have there been any changes in productivity (presenteeism rates)?
- Have there been any changes in self-reported job satisfaction?
- Have there been any changes in employee turnover?
- Have there been any changes in disability claims?
- Have there been any changes in WSIB claims?
- Have there been any changes in prescription drug benefits costs?
- Have there been any changes in risk factors, such as blood pressure, cholesterol, etc.? (Group health risk assessment data can be used to track this indicator.)

Evaluation Example

If the previous policy example were evaluated (food policy for meetings), tracking this information can help to determine if the goal and objectives were met:

1. **Indicators that show whether the actions met the needs of employees**
    - Do employees understand how to complete the new catering form?
2. **Indicators that tell you what part of the process worked or did not work**
    - Did employees receive training on the new catering form by the target date?
    - Have managers had to remind employees to follow the policy?
    - Was the policy implemented according to the timeline?
    - Are the employees who order food following the policy?
    - If the policy is not being followed, what is the reason?
    - Are employees satisfied with the healthier food and beverage options offered in meetings?
3. **Short-term indicators that show whether the actions met their objectives**
    - Are healthier food and beverage options being ordered? (Check catering orders)
    - Have there been any changes to the food budget as a result of the changes?

Types of Indicators to Evaluate Activities

Make note of indicators that can help to inform changes that need to be made to the process of implementing an activity in your workplace

Were the actions that were planned completed?

- Have all committee members had an opportunity to attend the education session?
- If committee members did not attend the education session, why did this happen?

Was the education session effective?

Ask employees questions that will let you know what they liked and what could be done in the future to improve the activity.

Sample Questions to Ask After Education Sessions

Question 1.

I found the (lunch and learn, health fair, workshop, challenge) to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 2.

What would you like to know more about?

Question 3.

What could be done to improve the (lunch and learn, health fair, workshop, challenge)?

Question 4.

What changes will you make as a result of this (lunch and learn, health fair, workshop, challenge)?

Question 5.

On a scale of 1 to 10, please rate your knowledge level on healthy eating.

	Basic **1**									**Very High** **10**
My level of knowledge on healthy eating in the workplace **BEFORE** this (lunch and learn, health fair, workshop, challenge) was:	1	2	3	4	5	6	7	8	9	10
My level of knowledge on healthy eating in the workplace **AFTER** this (lunch and learn, health fair, workshop, challenge) was:	1	2	3	4	5	6	7	8	9	10

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. World Health Organization, World Economic Forum. Preventing noncommunicable diseases in the workplace through diet and physical activity: WHO/World Economic Forum Report of a Joint Event. 2008.

2. Utah Department of Health. Building a healthy worksite: A guide to lower health care costs and more productive employees. 2010.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Effective Communication

Why is it Important to for the Committee to Communicate Effectively?

The committee will need to communicate many times throughout the planning and implementation process. A successful wellness initiative requires effective communication across the organization.

Without clear communication, people may not have enough details about the wellness initiative and they may miss out on participating in wellness activities.

Employees and managers may not understand their role, which can create a barrier for making changes in the workplace.

Without detailed and timely information employees may become fearful of change and they may resist healthy eating initiatives.

Getting Buy-in

Communication with managers and employees is essential to creating buy-in for your wellness plan.

Clear communication can create buy-in so that people have information on why change is needed as well as how change will happen. Committee members may need to discuss issues with managers and employees so that any concerns or problems that occur are dealt with in an effective way.

See the **Getting Buy-in** fact sheet, available from www.osnpph.on.ca/workplace-nutrition-advisory-group.

Communicating Before Changes are Made in the Workplace

Communication is one of the most important parts of implementing the plan once managers and decision-makers have agreed to move ahead with the wellness plan.

Decide how your committee will tell managers and employees about planned actions.[1] This ensures that anyone affected by the plan will be aware will have consistent details on how, when and where changes will occur as well as who is responsible for doing the work.

Communication may need to occur several times in order to ensure that everyone who is affected is informed of when changes will occur and how changes will affect them.

Ideally managers will communicate with employees when significant changes will be made in the workplace. It will be important for management representatives to talk to those who are most resistant to changes. Listening to concerns and being compassionate about others' feelings, opinions and fears can help to increase employee acceptance of changes.[2,3]

Two-Way Communication

Ensure that employees have a way to express concerns and ask questions. Be sure address any concerns or questions in a timely manner. Consider setting up a suggestion box, a specific email address or a phone number where employees can voice their concerns.

Communicating with Different Groups of Employees

If your workplace has different types of employees, for example, office workers and drivers, find the best way to communicate with each group.

Use different communication methods to ensure that managers and employees get important information. For example, use email, internal websites or posters to spread the word.

Use internal communication strategies such as email, posters, pay-stub attachments, internal websites and word-of-mouth to spread the word!

Promoting Wellness Activities

Activities will need to be promoted so that employees have a chance to participate.

To create excitement about wellness activities you may want to offer:

- Incentives
- Personalized health assessments
- Loyalty cards for choosing healthier food and beverages* in the cafeteria
- Cafeteria vouchers for healthier food and beverages*

*Healthier food and beverages meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.

See the **Use of Food as an Incentive** fact sheet for more information, available from www.osnpph.on.ca/workplace-nutrition-advisory-group.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Kotter JP, Schlesinger LA. Choosing strategies for change. Harvard Business Review 2008;86(7/8):130-139.

2. Kerber K, Buono AF. Rethinking organizational change: Reframing the challenge of change management. Organizational Development Journal. 2005;23:23-38.

3. Bruckman JC. Overcoming resistance to change: Causal factors, interventions and critical values. Psychologist-Manager Journal. 2008;11:211-219.)

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Section 3

Food Donations

Workplace Food Donations

Why is it Important to Address Workplace Food Donations?

Many workplaces collect food and beverages to donate to food banks and other agencies that distribute emergency food.* Sometimes workplaces donate food to community events.

It is important that workplace actions are consistent with workplace health promotion efforts by ensuring that community activities align with healthy eating messages. For example, donating healthy food to an organization that distributes emergency food or donating healthy snacks for a community event.

*Food insecurity is caused by an inadequate income. While food donations for food banks and other agencies address the immediate need for emergency food, the only way to prevent food insecurity is to ensure that people have enough money to buy food.

Food Donations for Emergency Food

Collecting food donations can help employees feel a sense of belonging and increase their feelings of self-worth. These activities can be an important part of creating a positive workplace culture.

However, many individuals who rely on food banks for emergency food are at risk due to poor diet quality.[1,2] This situation can be improved if workplaces donate healthier food and beverages through their food drives.

Addressing Emergency Food Donations

1. Find out if this is an issue in your workplace.

Observations

If your workplace collects food for food banks or for other organizations that distribute emergency food, take a look at the type of food that is being collected. If the majority of items are less healthy, then you may want to make some changes to the emergency food collection process.

If your workplace does not collect food donations, then move on to another item on the **Healthy Eating in the Workplace Checklist.**

2. Work with the committee that addresses wellness and any relevant decision-makers to address emergency food donations.

Identify decision-makers who might be helpful in choosing the appropriate actions. This may include: employees, social committee, management and external groups such as a representative from a charitable organization.

Recommended Actions to Address Food Donations:

- Contact your local emergency food distribution organization to find out if there are any specific food donations that they need.
- Ask if the organization prefers a donation at a specific time of the year.
- Plan a communication strategy to encourage employees in your workplace to donate food and beverages that meet the criteria for "Maximum Nutritional Value" in the **Nutrition Standards for Workplaces©**. Use these guides to help select healthier food and beverages, available at www.osnpph.on.ca/workplace-nutrition-advisory-group: **Quick Reference Guide for Healthier Perishable Food and Beverage Options** and **Quick Reference Guide for Healthier Non-perishable Food and Beverage Options.**

- Decide on a method to collect food. For example, boxes in each work area.
- Think about how you will deliver food to the organization. Some organizations may pick up donations, while others may need a delivery.
- Consider donating money or a grocery store gift card instead of collecting food.

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Did employees or volunteers do what they agreed to do?
- Were there any problems with the food collection process?

See if the actions were effective.

- Did the employees donate healthier food during the food collection?
- How much food was collected?

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4 Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Addressing Food Donated to Community Events

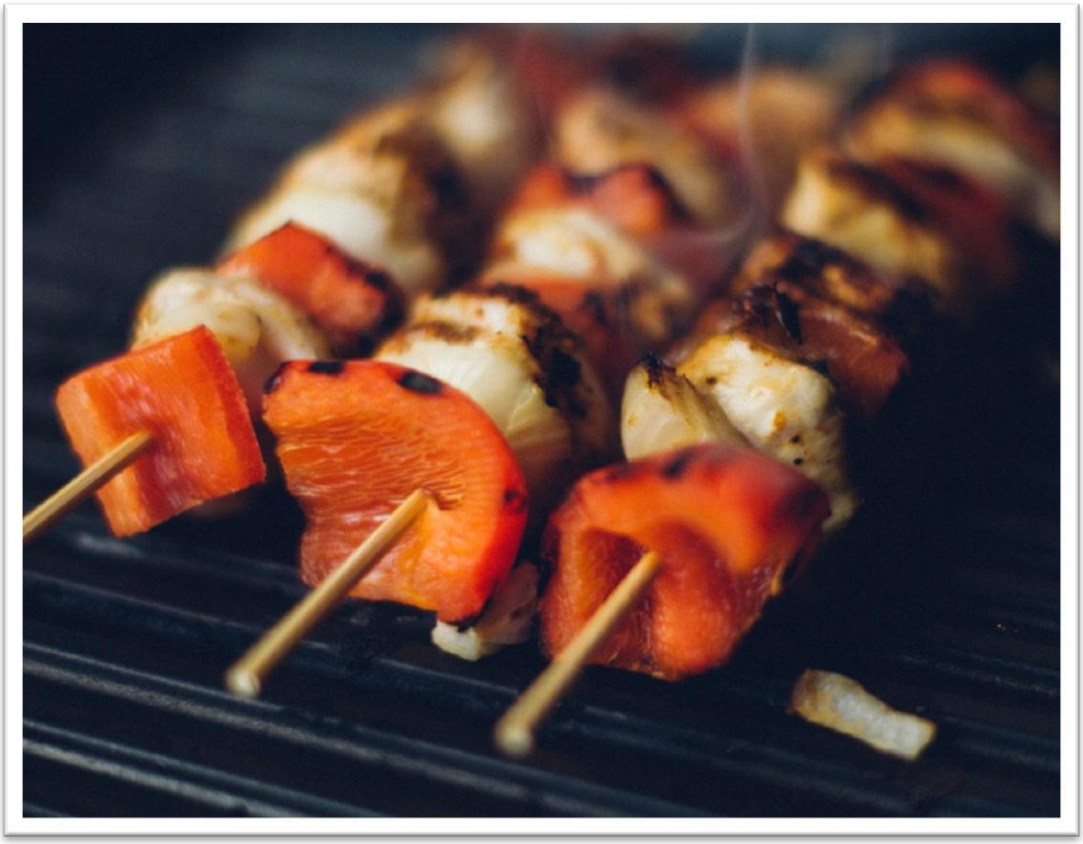
Sometimes workplaces donate food for community events such as offering a snack at a charity walk-a-thon, a meal at a community event or providing food to volunteers during a community activity.

1. Find out if this is an issue in your workplace.

Observations

Take a look at the type of food and beverages that your workplace typically donates at these events. If the meal or snacks that are being donated are less healthy, then you may want to make some changes to the food that your workplace is donating to the community.

If your workplace does not donate food for community events, then move on to another item on the **Healthy Eating in the Workplace Checklist.**



2. Work with the committee that addresses wellness and any relevant decision-makers to address food donations.

Identify decision-makers who might be helpful in choosing the appropriate actions. This may include: employees, social committee members or management.

Ensure food and beverages that are donated to community events meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.

Use these guides to help select healthier food and beverages, available at www.osnpph.on.ca/workplace-nutrition-advisory-group: **Quick Reference Guide for Healthier Perishable Food and Beverage Options** and **Quick Reference Guide for Healthier Non-perishable Food and Beverage Options.**

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Did any problems arise when donating healthier food?

See if the actions were effective.

- Did the workplace donate healthier food for the community event?

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Irwin JD, Ng VK, Rush TJ, Nguyen C, He M. Can food banks sustain nutrient requirements? A case study in Southwestern Ontario. Can J Public Health 2007 Jan-Feb;98(1):17-20.

2. Mello JA, Gans KM, Risica PM, Kirtania U, Strolla LO, Fournier L. How is food insecurity associated with dietary behaviors? An analysis with low-income, ethnically diverse participants in a nutrition intervention study. J Am Diet Assoc 2010 Dec;110(12):1906-1911.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Section 4

Food Offered in the Workplace

Using Food as an Incentive

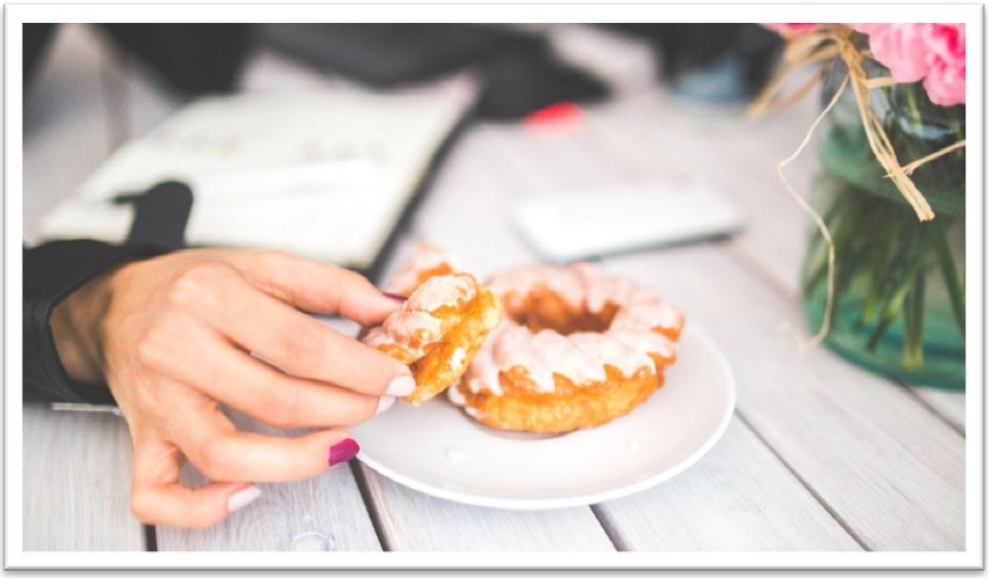
Why is Using Food as an Incentive an Issue?

Sometimes managers, supervisors or other decision-makers use food to get employees to participate in a workplace activity.

For example:

- Giving away treats when employees get a vaccination
- Offering food to get people to attend a presentation or display
- Giving away treats during a presentation to get people to answer questions
- Giving away free product samples when employees join the gym
- Providing a free meal after participating in a fundraiser
- Free access to food and beverages in the workplace as a 'perk'

These practices can increase the amount of less healthy food and beverages offered to employees. This type of work environment can make it difficult for employees to make healthier choices. Over time, this practice can increase the chances that employees will develop nutrition-related chronic conditions.



1. Find out if this is an issue in your workplace.

Employee Survey

Ask employees questions to find out if incentives are commonly used to encourage employees to participate in work related functions.

See the **Sample Survey Questions** for ideas to get you started

Observations

Take a look around your workplace for a few months and see if you find examples of food being used as an incentive.

If your assessment shows that food is not used as an incentive in your workplace move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to come up with a plan to avoid using food as an incentive

Gather important decision-makers such as: members of the committee that addresses wellness, employees, managers, unions (if applicable) and human resources representatives. As a group create decide on actions to encourage the use of non-food incentives.

Recommended Actions to Address Using Food as an Incentive:

- Provide education to create an understanding of how offering less healthy food makes it difficult for employees to make healthy food choices.
- Show examples of moderation to show how this type of incentive makes it hard for employees to follow healthy eating recommendations.
- Ask managers and other important decision-makers questions about current practices, such as:
  - When do you use incentives to motivate employees?
  - Other than food or beverages, what can you use to motivate employees?
  - Do you think any employees would like any of the suggested incentives?
  - What incentives would you like to use (that are not food or beverages)?

Ideas for Non-Food Incentives

Incentives should be consistent with workplace health promotion efforts. Incentives should not include: less healthy food and beverages, alcohol, tobacco products, gift certificates for tanning, gift cards for restaurants, etc.

Here is a list of items that can be use as an incentive that are in line with health promotion messages:

Merchandise

- T-shirts (individual or team)
- Office supplies (e.g., pens, calculators, post-it notes, etc.)
- Hats
- Key chains
- Beverage containers (e.g., water bottles, mugs, travel mugs, etc.)
- Flashlights
- Pedometers
- Frisbees

Healthy Eating

- Lunch bags, cooler bags or backpacks
- Coupon for a healthy dinner (e.g., meal take away program)
- Free healthy lunch (individual or group)
- Basket of fruit
- Fruit of the month club
- Gift cards for local Farmers' market
- Gardening tools, books, rain barrels, etc.
- Reusable grocery bags

Sun Protection

- Wide brimmed hats
- Sunglasses
- Clothing with an Ultraviolet Protection Factor (UPF) of 50+ such as, long-sleeve shirts or rash guard swim shirts
- Shade tree saplings

Physical Activity

- Pedometers (higher end)
- Passes to recreational activities (e.g., bowling, skiing, swimming, yoga, etc.)
- Draw for a larger item (e.g., active video game system, gym membership, etc.)
- Gym bags
- Towels
- Water bottles
- Reflective arm bands
- Home fitness equipment (e.g., yoga mat, hand weights, etc.)
- Gift card to sports store

How will you know if your plan is successful?

Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions were effective.

- Are managers and other decision-makers using non-food incentives? If not, why?
- Do employees like the non-food incentives? If not, why?

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into Action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Turning Actions into a Policy

The actions suggested in this factsheet provide information on how to use healthier incentives in your workplace. This creates a workplace where healthy food choices are easier to make.

However, without a policy, there is no way to ensure that people will continue to use non-food incentives in the future.

What is a Policy?

A policy is a written and enforceable document that outlines expected behaviour for employees as well as who is responsible for enforcing the policy.

Create a Workplace Incentive Policy

Workplaces can create a policy that outlines expectations about appropriate incentives to use.

For example, the policy can specify that food and beverages should not be used as an incentive.

For more information on creating an incentive policy visit: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” and “Incentives that Support Wellness Programming” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health
La société ontarienne des professionnel(le)s de la nutrition en santé publique

Using Food as a Reward

Why Address Food Rewards in the Workplace?

Workplace practices around rewarding employees with food to encourage certain behaviours may not be in line with healthy eating messages. For example, rewarding employees with less healthy food or beverages such as candy, chocolate, sweetened beverages, coffee with cream and sugar, baked goods, ice cream or restaurant meals in the workplace sends a mixed message about the importance of healthy eating.

Using food as a reward can undermine healthy eating messages as it:

- Encourages eating for reasons aside from hunger.
- Can create an association between work tasks and food rewards, leading employees to expect or seek food after completing certain work tasks.[1-6]
- May cause individuals to feel positive about indulgent food decisions because they completed work tasks. For example, 'I had a hard day at work today, so I deserve a treat'.[6-10]
- Can undermine the health of employees over time, leading to the development of nutrition related chronic conditions.

1. Find out if this is an issue in your workplace.

Employee Survey

Ask employees questions to find out if food is used as a reward in your workplace.

See the **Sample Survey Questions** for ideas to get you started

Observations

Take a look around your workplace for a few months and see if you find examples of food being used as a reward.

If your assessment shows that food is not used as a reward in your workplace move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to come up with a plan to offer rewards that support health.

Gather important decision-makers such as: committee members, employees, managers, unions (if applicable) and human resources representatives. As a group, decide on actions to encourage the use of non-food rewards.

Recommended Actions to Address Using Food as a Reward:

- Provide education to create an understanding of how offering less healthy food makes it difficult for employees to make healthy food choices.
- Show examples of a healthy eating pattern to show how offering food rewards makes it hard for employees to follow healthy eating recommendations. For example, a healthy eating pattern means about 95 per cent of food and beverages follow the recommendations in Canada's Food Guide with only five percent of calories left over for less healthy food and beverages each day.
- Ask managers and other important decision-makers questions about current practices, such as:
  - When do you reward employees with food?
  - Other than food or beverages, what can you use to reward employees?
  - Do you think any employees would like any of the suggested rewards?
  - What rewards would you like to use (that are not food or beverages)?

How will you know if your plan is successful?

Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Are managers and other decision-makers using non-food rewards? If not, why?

See if the actions were effective.

- Do employees like the non-food rewards? If not, why?

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Turning the Actions into a Policy

The actions suggested in this factsheet provide information on avoiding food rewards in the workplace. This creates a workplace where healthy food choices are easier to make.

However, without a policy, there is no way to ensure that people will continue to use non-food rewards in the future.

What is a Policy?

A policy is a written and enforceable document that outlines expected behaviour for employees as well as the person who is responsible for enforcing the policy.

Create a Workplace Reward Policy

Workplaces can create a policy that outlines expectations about appropriate rewards to use.

For example, the policy can specify that food and beverages should not be used as a reward.

For more information on creating a rewards policy visit: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks Communication Services of the Haldimand-Norfolk Health Unit for the design of this factsheet.

References

1. Mahler SV, de Wit H. Cue-reactors: Individual differences in cue-induced craving after food or smoking abstinence. PLoS One 2010 Nov 10;5(11):e15475.

2. Saunders BT, Robinson TE. Individual variation in resisting temptation: implications for addiction. Neurosci Biobehav Rev 2013 Nov;37(9 Pt A):1955-1975.

3. Robinson TE, Yager LM, Cogan ES, Saunders BT. On the motivational properties of reward cues: Individual differences. Neuropharmacology 2014 Jan;76 Pt B:450-459.

4. Burger KS, Stice E. Greater striatopallidal adaptive coding during cue-reward learning and food reward habituation predict future weight gain. Neuroimage 2014 Oct 1;99:122-128.

5. Goldfield GS, Lumb AB, Colapinto CK. Relative reinforcing value of energy-dense snack foods in overweight and obese adults. Can J Diet Pract Res 2011 Winter;72(4):170-174.

6. Epstein LH, Leddy JJ, Temple JL, Faith MS. Food reinforcement and eating: A multilevel analysis. Psychol Bull 2007 Sep;133(5):884-906.

7. Kemp E, Bui M, Grier S. Eating their feelings: Examining emotional eating in at-risk-groups in the United States. J Consum Policy 2011;34:211-229.

8. Bublitz MG, Peracchio LA, Block LG. Why did I eat that? Perspectives on food decision making and dietary restraint. Journal of Consumer Psychology 2010;20:239-258.

9. Brown RP, Tamborski M, Wang X, Barnes CD, Mumford MD, Connelly S, et al. Moral credentialing and the rationalization of misconduct. Ethics Behav 2011;21(1):1-12.

10. Merritt AC, Effron, D.A.,Monin,B. Moral self-licensing: When being good frees us to be bad. . Social and Personality Compass 2010;4:344-357.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Food in Common Areas

Why is Food in Common Areas an Issue?

Common areas such as filing cabinets, tables or workplace kitchenettes are often places where managers and employees leave 'treats' out to share with others.

One barrier to healthy eating is access to tempting food in the workplace.[1-3] The type of food and beverages that are usually available such as candy, chocolate or baked goods can be difficult to resist.[4-13] As employees become stressed throughout the day, it becomes more likely that 'treats' will be eaten.[12-17] Having tempting food available in work areas can also make employees less productive, as it takes mental energy to resist eating throughout the day.[15,18-21]

There are many reasons food is shared in common areas in the workplace:

- There may have been too much food ordered for a meeting. Employees are often encouraged to eat the leftovers.
- Supervisors may bring 'treats' to work as a nice gesture.
- People may find that they are having trouble resisting leftover holiday candy at home, so they bring it to work.[22]
- Parents may support a child's sports group by selling chocolate at work.[23]
- Employees may enjoy cooking or baking at home and want to share with other employees.

What is Moderation?

Eating Well with Canada's Food Guide recommends 'limiting' the amount of food and beverages that are higher in calories, fat, sugar and salt.[24]

Almost one quarter of the calories that Canadian adults eat every day come from food and beverages that are defined as 'Foods to Limit' by **Canada's Food Guide**.[25]

"**[The Food Guide]** contains basic foods with little room for extras. The back page of the **Food Guide** provides important information on the foods that do not fit within a healthy eating pattern, on a regular basis. The 'Eat Well' section is designed to provide examples of the types of foods and beverages that are high in calories, fat, sugar or salt that should be limited. These examples have been shown through population surveys, food disappearance data and other sources to be part of the current diets of Canadians, and to contribute towards significant energy intake. This means that for many Canadians, eating well requires making different choices".[26] - **Health Canada**

In a research study on diet quality in Canada, moderation was defined as no more than five per cent of daily calories from 'Foods to Limit' (about 100 calories per day for a 2000 kcal diet).[27]

Moderation can be thought of as a few hard candies per day **or** one to two indulgent desserts a week.

1. Find out if this is an issue in your workplace.

Employee Survey

Ask employees questions to find out if food left in common areas is an issue for your workplace. See the **Sample Survey Questions** for ideas to get you started. Visit www.osnpph.on.ca/workplace-nutrition-advisory-group for more information.

Observations

Take a look around your workplace for a few months and see if you find examples of food being left out in common areas.

If your assessment shows that food is not left out in common areas in your workplace, move on to another item on the **Healthy Eating in the Workplace Checklist**.

Employees may 'dump' extra holiday candy at work so they don't feel tempted at home.

2. Work with the committee that addresses wellness and any relevant decision-makers to come up with a plan to address food in common areas

Gather important decision-makers to create a plan.

Recommended Actions to Address Food in Common Areas:

This may be a very personal issue for some employees and addressing this issue requires a soft approach. Be considerate of employee's feelings and beliefs.

Trying to address the type of food and beverages left out in common areas may be seen as a threat to personal control.[28] Have a discussion with employees to see if they are ready to make changes.

If employees are resistant to the idea of making changes:

- Arrange education sessions on how the food environment affects individual food choice.[29-31]
- If you have information that suggests that employees at your workplace find food left out in common areas to be a barrier to healthy eating, share this with employees. A recent study showed that employees find it difficult to avoid eating food left out in common areas, especially on stressful days. Some employees stated that they would rather it not be there.[28]
- Focus on demand from employees as it may be a more credible and convincing argument compared to presenting information that suggests the change is good for the workplace.[28]
- Provide information that suggests that making changes will make it easier for employees to choose a healthier lifestyle, emphasizing personal choice rather than a restriction imposed by the workplace.[32]
- It may be helpful to have individuals share personal stories about how having food left in common areas affects their ability to eat well.[33]

The most acceptable solution may be to have an understanding among the employees. In this case, no one will be responsible to make sure that employees follow through with the decision to reduce or avoid leaving food in common areas.

How will you know if your plan is successful?

Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Was there any resistance to the changes?
- Were the education sessions well attended?

See if the actions were effective.

- Observe the workplace regularly to ensure that food is not being left in common areas.
- Survey employees to see if food left in common areas continues to be a barrier to healthy eating for employees.
- If education was provided, did the feedback forms show that the education sessions changed the way employees think about the workplace food environment and the effects on individual eating behaviours?

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace”, available from: http://www.projecthealth.ca

The OSNPPH Workplace Nutrition Advisory Group thanks Communication Services of the Haldimand-Norfolk Health Unit for the design of this factsheet.

References

1. Blackford K, Jancey J, Howat P, Ledger M, Lee AH. Office-based physical activity and nutrition intervention: Barriers, enablers, and preferred strategies for workplace obesity prevention, Perth, Western Australia, 2012. Prev Chronic Dis 2013 Sep 12;10:E154.

2. Leslie JH, Braun KL, Novotny R, Mokuau N. Factors affecting healthy eating and physical activity behaviors among multiethnic blue- and white-collar workers: A case study of one healthcare institution. Hawaii J Med Public Health 2013 Sep;72(9):300-306.

3. Watts AW, Laska MN, Larson NI, Neumark-Sztainer DR. Millennials at work: Workplace environments of young adults and associations with weight-related health. J Epidemiol Community Health 2015 Aug 11.

4. Stice E, Spoor S, Ng J, Zald DH. Relation of obesity to consummatory and anticipatory food reward. Physiol Behav 2009 Jul 14;97(5):551-560.

5. Stice E, Yokum S, Blum K, Bohon C. Weight gain is associated with reduced striatal response to palatable food. J Neurosci 2010 Sep 29;30(39):13105-13109.

6. Liu Y, von Deneen KM, Kobeissy FH, Gold MS. Food addiction and obesity: Evidence from bench to bedside. J Psychoactive Drugs 2010 Jun;42(2):133-145.

7. Mahapatra A. Overeating, obesity and dopamine receptors. ACS Chemical Neuroscience 2010;1:396-397.

8. Avena NM, Rada P, Hoebel BG. Sugar and fat bingeing have notable differences in addictive-like behavior. J Nutr 2009 Mar;139(3):623-628.

9. Ifland JR, Preuss HG, Marcus MT, Rourke KM, Taylor WC, Burau K, et al. Refined food addiction: A classic substance use disorder. Med Hypotheses 2009 May;72(5):518-526.

10. Lutter M, Nestler EJ. Homeostatic and hedonic signals interact in the regulation of food intake. J Nutr 2009 Mar;139(3):629-632.

11. Volkow ND, Wise RA. How can drug addiction help us understand obesity? Nat Neurosci 2005 May;8(5):555-560.

12. Koningsbruggen GM, Stroebe W, Aarts H. Mere exposure to palatable food cues reduces restrained eaters' physical effort to obtain healthy food. Appetite 2012;58:593-596.

13. Hebebrand J, Albayrak O, Adan R, Antel J, Dieguez C, de Jong J, et al. “Eating addiction”, rather than “food addiction”, better captures addictive-like eating behavior. Neuroscience and Biobehavioral Reviews 2014;47:195-306.

14. Groesz LM, McCoy S, Carl J, Saslow L, Stewart J, Adler N, et al. What is eating you? Stress and the drive to eat. Appetite 2012 Apr;58(2):717-721.

15. Muraven M, Baumeister RF. Self-regulation and depletion of limited resources: Does self-control resemble a muscle? Psychol Bull 2000 Mar;126(2):247-259.

16. Macht M. How emotions affect eating: A five-way model. Appetite 2008;50(1):1-11.

17. Shmueli D, Prochaska JJ. Resisting tempting foods and smoking behavior: Implications from a self-control theory perspective. Health Psychol 2009 May;28(3):300-306.

18. Gailliot MT, Baumeister RF. The physiology of willpower: Linking blood glucose to self-control. Pers Soc Psychol Rev 2007;11(4):303-327.

19. Kemps E, Tiggemann M, Grigg M. Food cravings consume limited cognitive resources. J Exp Psychol Appl 2008 Sep;14(3):247-254.

20. Meule A, Skirde AK, Freund R, Vogele C, Kubler A. High-calorie food-cues impair working memory performance in high and low food cravers. Appetite 2012 Oct;59(2):264-269.

21. Cohen D, Farley TA. Eating as an automatic behavior. Prev Chronic Dis 2008 Jan;5(1):A23.

22. Heinen L, Darling H. Addressing obesity in the workplace: The role of employers. The Milbank Quarterly 2009;87(1):101-122.

23. Health Canada. Eating Well with Canada's Food Guide: A resource for educators and communicators. Ottawa: Health Canada; 2007.

24. Health Canada. Eating Well with Canada's Food Guide. 2007.

25. Garriguet,D. Nutrition: Findings from the Canadian Community Health Survey 2004. Overview of Canadians' eating habits. Statistics Canada. 2004.

26. Health Canada. Ready-to-use presentation for intermediaries on "Eating Well with Canada's Food Guide". 2011; Available at: http://www.hc-sc.gc.ca/fn-an/food-guide-aliment/educ-comm/presentation-eng.php. Accessed 02/02, 2014.

27. Garriguet D. Diet quality in Canada. Health Rep 2009 Sep;20(3):41-52.

28. Sudbury & District Health Unit. Healthy eating in the workplace. Cancer Prevention and Screening Network-Northeast Region. Sudbury, ON. 2013.

29. O'Brien KS, Puhl RM, Latner JD, Mir AS, Hunter JA. Reducing anti-fat prejudice in preservice health students: A randomized trial. Obesity (Silver Spring) 2010 Nov;18(11):2138-2144.

30. Alvaro C, Jackson LA, Kirk S, McHugh TL, Hughes J, Chircop A, et al. Moving governmental policies beyond a focus on individual lifestyle: Some insights from complexity and critical theories. Health Promot Int 2010 Aug 13.

31. Barry CL, Brescoll VL, Brownell KD, Schlesinger M. Obesity metaphors: How beliefs about the causes of obesity affect support for public policy. Milbank Q 2009 Mar;87(1):7-47.

32. Pavey L, Churchill S. Promoting the avoidance of high-calorie snacks: Priming autonomy moderates message framing effects. PLoS One 2014 Jul 31;9(7):e103892.

33. Chapman S. Reflections on a 38-year career in public health advocacy: 10 pieces of advice to early career researchers and advocates. Public Health Research & Practice 2015;25(2):e2521514.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Workplace Celebrations

Why Address Celebrations in the Workplace?

Celebrations can be an important part of acknowledging workplace successes and important life milestones. However, if workplace celebrations occur frequently, and less healthy food and beverages are offered, celebrations may begin to compromise diet quality and overall health.[1-4]

It is important to balance celebrating achievements, milestones and seasons in the workplace with protecting employee health.

'Moderation' can be thought of as about 100 calories per day.[5] About one and a half chocolates.

A less healthy food option such as cake uses up about four days worth of ‘moderation’.[5,6]

Employee recognition celebrations such as barbeques or restaurant meals can use up to one to two weeks worth of ‘moderation’.[5,6]

Workplace food environments change during the holiday season, offering many opportunities to eat less healthy options. The changes in eating and drinking habits that happen over the holiday season between October and January can have lasting effects on employee health.[7-9]

In a company of 100, celebrating each birthday adds eight slices of cake a month, leaving no room for the average person to include any other 'treats' in their diet.[5,10]

Addressing Workplace Celebrations

Workplace celebrations are events that are coordinated and paid for by the workplace. These types of celebrations may include retirements, employee recognition, achieving a workplace milestone or seasonal holiday celebrations. Some workplaces may also provide celebrations for birthdays, wedding, baby showers or other occasions.

1. Find out if this is an issue in your workplace.

Complete the section on Celebrations in the **Healthy Eating in the Workplace Checklist.** Note how often food related celebrations happen, as well as the type of food served.

Ask questions to find out how employees feel about workplace celebrations. See the **Sample Survey Questions** for ideas to get you started.

If the assessment shows that workplace celebrations are not an issue for your workplace, move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to address workplace celebrations.

Gather important decision-makers, such as the social committee and managers, to create a plan to make changes to the way that your workplace celebrates.

Recommended Actions for Workplace Celebrations:

- Think about whether workplace celebrations require food.
- If food is important for a workplace celebration, emphasize healthier food and beverages that meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces**©, available at www.osnpph.on.ca.
- If food is served, there should always be a healthier option available.
- If food is served between meals, limit the number of items to one or two.
- Limit the number of occasions less healthy food and beverages are offered during workplace celebrations. For example, limit items that meet the criteria for "Not Recommended" in the **Nutrition Standards for Workplaces**© to once a month or less.
- Serve no more than one less healthy option at a workplace celebration.
- Serve small portion sizes of less healthy options.
- If employees are required to RSVP for a celebration, they should be asked if they have any special dietary needs before the food is ordered.
- Food offered during workplace celebrations should be handled safely.

It's still possible to celebrate without offering less healthy food options!
This example is fun and festive!

What if Employees are Not Happy with Changing Workplace Celebrations?

Healthy eating is often considered to be a personal choice and many people feel threatened if it appears that the workplace is trying to limit their personal freedom.[11,12]

If your workplace has a history of offering less healthy food during celebrations or having many food related celebrations, it may take time for employees to accept a change to workplace celebrations.

Employees may be more willing to accept changes if they are educated on how the food and beverages offered in the workplace affect individual food choices.

It may also help to share results from an employee survey if it shows that some people avoid celebrations because of the food and beverages that are served.[13]

How will you know if your plan is successful?

Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Are employees responsible for ordering food for celebrations ordering healthier options? If not, why did this happen?
- Were there any problems offering healthier food during celebrations?

See if the actions were effective.

- Do employees enjoy the celebrations?
- Complete the Celebrations section of the **Healthy Eating in the Workplace Checklist** throughout the year to see which changes have been made.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Implement your plan.

Be sure to collect information to help you decide whether your plan was successful. Use the information to update your plan.

Turning Actions into a Policy

The actions suggested in this factsheet provide information on how to create healthier celebrations in your workplace. This creates a workplace where healthy food choices are easier to make.

However, without a policy, there is no way to ensure that people will continue to celebrate in a healthier way in the future.

What is a Policy?

A policy is a written and enforceable document that outlines expected behaviour for employees as well as who is responsible for enforcing the policy.

Create a Celebrations Policy

Workplaces can create a policy that outlines expectations about workplace celebrations.

For example, the policy can specify that food related workplace celebrations should occur no more than once per month.

Also, a policy can outline the type of food and beverages that can be served during workplace celebrations.

For more information on creating a workplace celebration policy visit: www.osnpph.on.ca.

Addressing Employee Celebrations

Employee celebrations are events that employees arrange and the workplace does not provide any money or time for the event.

1. Find out if this is an issue in your workplace.

Complete the section on Celebrations in the **Healthy Eating in the Workplace Checklist.** Note how often food related celebrations happen and as well as the food that is served.

Ask questions to find out how employees feel about workplace celebrations. See the **Sample Survey Questions** for ideas to get you started.

If the assessment shows that workplace celebrations are not an issue for your workplace, move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to address employee celebrations.

Employees may be very uncomfortable if the workplace tries to make changes to how they celebrate personal events such as birthdays, retirements or showers.

Here are some suggestions on how to address employee celebrations:

- Educate employees on how food related celebrations affect individual eating habits.[1,4,14-26] Education may change the way employees think about this issue.
- Ask employees how they feel about workplace celebrations. Some employees may agree that there are too many food related celebrations.
- Share survey results if employees indicated that having too many food related celebration events makes it harder for them to eat well.
- As a group, brainstorm ideas for how to address celebrations. They may decide as a group to only celebrate certain events with food or to have certain events less often. For example, celebrating birthdays monthly or by season.
- Suggest adding “healthy choices are encouraged” to potluck invitations.

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Did employees attend education sessions on the food environment and individual eating habits?
- Did employees participate in discussions about changing celebrations in the workplace?

See if the actions were effective.

- Have employees made any changes to the way that they celebrate?

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace”, available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Rastmanesh R, Gluck ME. "Food offerings": A major factor impeding adherence with weight loss diets in overweight and obese individuals. Scientific Reports 2012;1:490.

2. Koningsbruggen GM, Stroebe W, Aarts H. Mere exposure to palatable food cues reduces restrained eaters' physical effort to obtain healthy food. Appetite 2012;58:593-596.

3. Hull HR, Radley D, Dinger MK, Fields DA. The effect of the Thanksgiving holiday on weight gain. Nutr J 2006 Nov 21;5:29.

4. Mackert M, Stanforth D, Garcia AA. Undermining of nutrition and exercise decisions: Experiencing negative social influence. Public Health Nurs 2011 Sep-Oct;28(5):402-410.

5. Garriguet D. Diet quality in Canada. Health Rep 2009 Sep;20(3):41-52.

6. Health Canada. Nutrient value of some common foods. Published by authority of the Minister of Health. Ottawa, Ontario. 2008.

7. Cook CM, Subar AF, Troiano RP, Schoeller DA. Relation between holiday weight gain and total energy expenditure among 40- to 69-y-old men and women (OPEN study). Am J Clin Nutr 2012 Mar;95(3):726-731.

8. Cunningham E. What's the latest on holiday weight gain? J Acad Nutr Diet 2013 Nov;113(11):1576.

9. Stevenson JL, Krishnan S, Stoner MA, Goktas Z, Cooper JA. Effects of exercise during the holiday season on changes in body weight, body composition and blood pressure. Eur J Clin Nutr 2013 Sep;67(9):944-949.

10. Dietitians of Canada. Eating 9 to 5! 2015; Available at: http://www.dietitians.ca/Downloads/Public/Fact_Sheet_2_NM_2015_ENG_COL.aspx. Accessed 10/08, 2015.

11. Wright RE, Palmer JC. Reactance and behavioral change: Marketing healthy lifestyles. Journal of Applied Business and Conomics 2012;13(4):136-143.

12. Rains SA, Turner MM. Psychological reactance and persuasive health communication: A test and extension of the intertwined model. Health Communication Research 2007;33:241-269.

13. Quinn JM, Pascoe A, Wood W, Neal DT. Can't control yourself? Monitor those bad habits. Pers Soc Psychol Bull 2010 Apr;36(4):499-511.

14. Vartanian LR, Herman CP, Wansink B. Are we aware of the external factors that influence our food intake? Health Psychol 2008 Sep;27(5):533-538.

15. McFerran B, Dahl DW, Fitzsimons GJ, Morales AC. I'll have what she's having: Effects of social influence and body type on the food choices of others. Journal of Consumer Research 2010;36.

16. Ball K, Jeffery RW, Abbott G, McNaughton SA, Crawford D. Is healthy behavior contagious: Associations of social norms with physical activity and healthy eating. Int J Behav Nutr Phys Act 2010 Dec 7;7:86.

17. Cohen DA. Neurophysiological pathways to obesity: Below awareness and beyond individual control. Diabetes 2008 Jul;57(7):1768-1773.

18. Herman CP, Roth DA, Polivy J. Effects of the presence of others on food intake: A normative interpretation. Psychol Bull 2003;129(6):873-886.

19. Pachucki MA, Jacques PF, Christakis NA. Social network concordance in food choice among spouses, friends, and siblings. Am J Public Health 2011 Nov;101(11):2170-2177.

20. Young ME, Mizzau M, Mai NT, Sirisegaram A, Wilson M. Food for thought. What you eat depends on your sex and eating companions. Appetite 2009 Oct;53(2):268-271.

21. Exline JJ, Zell AL, Bratslavsky E, Hamilton M, Swenson A. People-pleasing through eating: Sociotrophy predicts greater eating in response to perceived social pressure. Journal of Social and Clinical Psychology 2012;31(2):169-193.

22. Hermans RC, Lichtwarck-Aschoff A, Bevelander KE, Herman CP, Larsen JK, Engels RC. Mimicry of food intake: The dynamic interplay between eating companions. PLoS One 2012;7(2):e31027.

23. Kemp E, Bui M, Grier S. Eating their feelings: Examining emotional eating in at-risk-groups in the United States. J Consum Policy 2011;34:211-229.

24. Bublitz MG, Peracchio LA, Block LG. Why did I eat that? Perspectives on food decision making and dietary restraint. Journal of Consumer Psychology 2010;20:239-258.

25. Hruschka DJ, Brewis AA, Wutich A, Morin B. Shared norms and their explanation for the social clustering of obesity. Am J Public Health 2011 Dec;101 Suppl 1:S295-300.

26. Delormier T, Frochlich KL, Potvin L. Food and eating as social practice - understanding eating patterns as social phenomena and implications for public health. Sociology of Health & Illness 2009;31(2):215-228.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Food and Beverages for Meetings and Events

Why Address Meetings and Events in the Workplace?

Food and beverages served during work-related meetings and events can promote health by offering a healthier selection. Alternatively, convenient access to less healthy food and beverages during meetings and events makes it harder for employees to eat well.[1]

Workplace meetings and events offer a great opportunity to demonstrate your commitment to employee health and well-being. When food is served during meetings or events ensure healthy choices are offered to support employee health.

The types of food and beverages that are commonly served at workplace meetings and events can contribute to the development of nutrition-related conditions over time. For example, eating deli meat is an independent risk factor for the development of chronic disease.[2]

1. Find out if this is an issue in your workplace.

Observations

The first step in your assessment should be to find out if your workplace is serving food during meetings or events when it is not needed. Observe when food is offered at your workplace and determine if there are meetings and events that do not require food. Typically, if the meeting or event does not occur over a meal period, food is probably not needed.

Employee Survey

Ask employees questions about the type of food and beverages that they would like during meetings and events that require food.

Use the **Sample Survey Questions** as a guide to create questions for an employee survey, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Assessment of Food and Beverages Served at Meetings and Events

Use the **Nutrition Standards for Workplaces©** to assess the food and beverages that are typically served during meetings and events.

If your assessment shows that food and beverages are not served during meetings or events, or that when food is served, only healthier food is offered, then move on to another item on the **Healthy Eating in the Workplace Checklist**.

Assessing Recipes

If you do not have nutrition information for a recipe you can assess all the ingredients individually using the **Nutrition Standards for Workplaces©**. You can analyze the entire recipe using the **Recipe Analyzer**, available at: http://www.eatracker.ca.

Assessing Packaged Food and Beverages

Use the Ingredient List and Nutrition Facts Table to assess packaged food and beverages.

For more information, see the video **Choosing Healthier Packaged Food and Beverages** available at: www.youtube.com/user/workplacenutrition.

Recording Items Offered During Workplace Meetings and Events

Use a table to record the food and beverages that are currently served during workplace meetings and events. (See Table 1.) Assign one of the four categories in the **Nutrition Standards for Workplaces©** to each item. The four categories are: "Maximum Nutritional Value", Sell/Offer Most", "Sell/Offer Less" and "Not Recommended".

Table 1. Example Meetings and Events Assessment

Food or Beverage Item	Group or Sub-Group	Category
Coffee	Coffee and Tea	**Sell/Offer Less**
Pastries	Baked Goods	**Not Recommended**
Brand A Granola Bar	Baked Goods	**Sell/Offer Most**
Fresh Fruit	Fresh, Frozen, Canned and Dried Vegetables and Fruit	**Maximum Nutritional Value**
Fresh Vegetables	Fresh, Frozen, Canned and Dried Vegetables and Fruit	**Maximum Nutritional Value**

Calculating the Proportion of Healthier Food and Beverages

Once Table 1 is completed, divide the number of items in each of the four categories by the total number of options offered. Calculate the percentage for "Maximum Nutritional Value" and "Sell/Offer Most" together, as both of these categories meet the definition for "healthier".

Example:

If one item met the criteria for "Maximum Nutritional Value" and five items were served during a meeting or event, the proportion of healthier items is:

1 ÷ 5 x 100% = 20%

Complete the chart below to show the baseline proportion or options from each of the four categories. (See Table 2).

Table 2: Proportion of Options Available from Each of the Four Categories

Category in the Nutrition Standards for Workplaces©	Ideal Proportion of Food and Beverages Served During Meetings and Events	Actual
Maximum Nutritional Value	80%	
Sell/Offer Most		
Sell/Offer Less	20%	
Not Recommended	0%	

2. Work with the committee that addresses wellness and any relevant decision-makers to come up with a plan.

Who to Involve

Once the needs assessment is completed the committee will need to identify appropriate stakeholders to come up with a plan.

If you have an internal food service provider for caterings at your workplace, they are a key decision-maker in this process.

Ensure the committee involves employees who typically order food for your workplace meetings and events.

Recommended Actions

All of the suggested actions are recommended to ensure that changes to food and beverages offered during meetings and events will be a success.

When to Serve Food

If food is offered to employees above and beyond what they normally consume in a workday, it may contribute to excess caloric consumption and poor diet quality, especially if foods offered are "Foods to Limit".[3,4] Food presented during meetings may also make it more difficult for employees to concentrate on working.[5]

Consider not offering food if a meeting is occurring mid-morning or mid-afternoon. You may want to serve tap water or other beverages such as coffee and tea during meetings.

What to Serve

If food is appropriate to serve at your meeting, carefully consider the nutritional quality and safety of the food that is served.

Meals should contain three of the four food groups from **Canada's Food Guide**, while snacks should contain two of the four food groups. **Always** offer a vegetable or fruit choice when food is served. Also, order a vegetarian option when ordering entrées.

Use the information that you collected in the assessment about the proportion of healthier food that is currently served during meetings and events. This is baseline information.

Set a goal to increase the number of healthier food and beverages offered during workplace meetings and events. The ideal target is 80 per cent of items meet the criteria for the "Maximum Nutritional Value" or "Sell/Offer Most" categories and no more than 20 per cent meet the criteria for the "Sell/Offer Less" category in the **Nutrition Standards for Workplaces©**.

You may want to develop a checklist for employees so that it is easier for them to choose healthier items. (See Appendix A for an example checklist).

There are two **Quick Guides for Healthier Food and Beverage Options** that list products that meet the criteria for "Maximum Nutritional Value", available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Offer Local Food

Ask your food service provider to use more locally sourced products.

Provide Nutrition Information

Whenever possible, have ingredient information available to allow attendees to make sure the food and beverages offered meet their special dietary needs.

Practice Food Safety

- Choose a caterer that has a good history of compliance with food handling requirements (i.e., they have no infractions under **Regulation 562 "Food Premises"** as amended under the Health Protection and Promotion Act). Check with your local public health agency for this information.
- Make sure food does not sit out at room temperature for longer than one hour.
- Provide enough servings utensils for each food item.
- Ensure food handlers and employees have a place to wash their hands.
- Ask people to identify special dietary needs when they respond to the invitation (e.g., medical, allergies, religious, cultural).
- Prevent any employees from preparing or serving food if they are sick (e.g., symptoms such as sore throat, diarrhea or vomiting).
- Hold high risk* food at a safe temperature. Hot foods should be kept at a minimum temperature of 60˚C (140˚F) (use a chafing dish) and cold foods should be kept at 4˚C (40˚C) (keep items on ice).

*High risk food and beverages include: meats, fish, poultry and eggs, salads containing mayonnaise or meats, fish, poultry or eggs, milk and milk products, sandwich meats, soups, chili and stews.

Reduce Waste

- Have attendees RVSP to the invitation so that you know how much food to order. This will help to reduce food waste.
- Use bulk condiments such as salad dressing or spreads instead of individual packages.
- Serve water, juice and coffee in jugs.
- Provide reusable mugs or glasses or ask attendees to bring their own mugs.
- Offer bins for organics and recyclables. Mark the bins clearly so attendees know what items go in each bin.
- If you are using a caterer, request reusable dishes, trays, glasses, mugs and linens. If this is not an option, ask for items that are recyclable or compostable.

How will you know if your plan is successful?

Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- What has been successful?
- What has been challenging?

See if the actions were effective.

- Survey employees regarding their satisfaction with food and beverages served in meetings.
- Complete the items related to meetings and events on the **Healthy Eating in the Workplace Checklist** on a regular basis to ensure your workplace continues to offer safe and healthy food during meetings and events.
- Monitor costs and compare them to costs before the changes were made.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Turning Actions into a Policy

The actions suggested in this factsheet provide information on serving food and workplace meetings and events. This creates a workplace where healthy food choices are easier to make.

However, without a policy, there is no way to ensure that people will continue to serve healthier food in meetings and events in the future.

What is a Policy?

A policy is a written and enforceable document that outlines expected behaviour for employees as well as the person who is responsible for enforcing the policy.

Create a Workplace Meetings and Events Policy

Workplaces can create a policy that outlines expectations about appropriate food to serve at meetings and events.

For example, a policy can specify when food can be served and the type of food and beverages that can be served. A policy can also require that food safety recommendations are followed at all workplace meetings and events.

For more information on creating a meetings and events policy visit: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Payne N, Jones F, Harris PR. Employees' perceptions of the impact of work on health behaviours. J Health Psychol 2013 Jul;18(7):887-899.

2. World Cancer Research Fund and American Institute for Cancer Research. Colorectal cancer 2011 report. Food, nutrition, physical activity, and the prevention of colorectal cancer. 2011.

3. Hill JO, Peters JC, Wyatt HR. Using the energy gap to address obesity: A commentary. J Am Diet Assoc 2009 Nov;109(11):1848-1853.

4. Hill JO. Can a small-changes approach help address the obesity epidemic? A report of the Joint Task Force of the American Society for Nutrition Institute of Food Technologists, and International Food Information Council. Am J Clin Nutr 2009;89:477-484.

5. Cohen DA. Neurophysiological pathways to obesity: Below awareness and beyond individual control. Diabetes 2008 Jul;57(7):1768-1773.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Appendix A: Example Meetings and Events Checklist

Appendix A has been adapted with permission from: Region of Waterloo Public Health, "Healthier Food and Beverages for Catered Meetings and Events Checklist" available from: http://www.projecthealth.ca

Snack Checklist

- ☐ The meeting or event requires food. If your meeting occurs outside of a traditional meal time. For example, if your meeting is scheduled 9:00 a.m. to 11:30 a.m. or 1:30 p.m. to 4:00 p.m., you probably don't need to serve food.
- ☐ Participants have been asked if they have any special dietary needs before ordering food. For example, allergies, traditional practices or medical conditions.
- ☐ The caterer has a record of compliance with the Ontario Food Premises Regulation (i.e., in the past two years the food premise has not been ordered closed or has not received a charge). To check the status of a caterer, contact your local public health agency.
- ☐ Participants will have access to appropriate hand washing facilities before eating.
- ☐ High risk food and beverages will be handled safely. For example, cold food will be kept cold before serving. For more information on food safety contact your local public health agency.
- ☐ Tongs and spoons will be used to serve food
- ☐ One item is offered from two Food Groups
  - ☐ A vegetable or fruit is offered (choose local and seasonal vegetables and fruit whenever possible)
  - ☐ One item has been offered from Grain Products or Milk and Milk Alternatives or Meat and Meat Alternatives
- ☐ A vegetarian option is available

Snack Examples:

- Plain low fat yogurt with fresh fruit
- Cut up fresh vegetables with hummus
- Dried fruit and nuts
- Fresh fruit with a granola bar

Snack Options

Vegetables and Fruit

- ☐ Washed fresh vegetables (e.g., snap peas, green beans, cherry tomatoes, etc.)
- ☐ Cut-up fresh vegetables (e.g., cauliflower, broccoli, cucumber, peppers, celery, carrots, mushrooms, etc.)
- ☐ Washed fresh fruit (e.g., apples, grapes, peaches, pears, berries, cherries, etc.)
- ☐ Cut-up fresh fruit (e.g., melons, berries, etc.)
- ☐ Canned or packaged fruit, packed in water
- ☐ Dried fruit

Optional Extras:

- ☐ Yogurt dip served on the side for fruit
- ☐ Low fat salad dressing served on the side for vegetables

Grain Products

- ☐ Small whole grain bagels cut in half (i.e., at least two grams of fibre per serving)
- ☐ Low fat, whole grain crackers or whole grain pita chips (i.e., no more than three grams of fat and at least two grams of fibre per serving)
- ☐ Small low fat, whole grain granola bar (i.e., no more than five grams of fat and at least two grams of fibre per serving)
- ☐ Plain popcorn (i.e., two cups per person)

Optional Extras:

- ☐ Spreads served on the side (e.g., butter, margarine, jam, etc.)

Milk and Milk Alternatives

- ☐ Low fat plain or flavoured yogurt
- ☐ Low fat cheese (i.e., 20% M.F. or less)
- ☐ Low fat cottage cheese

Avoid: Raw or unpasteurized dairy products including all unpasteurized cheese*

Avoid: Pasteurized soft and semi-soft cheese (i.e., Brie, Camembert, Feta, Gorgonzola, Roquefort, Stilton, Queso Blanco, Queso Fresco, Queso Panela and Halloumi)*

Meat and Meat Alternatives

- ☐ Plain nuts or seeds
- ☐ Hummus

Avoid: Deli meats, hot dogs, fresh pâté and fresh meat spreads*

Beverages

- ☐ Tap water
- ☐ Coffee
- ☐ Tea

Optional Extras:

- ☐ Low fat milk or soy beverage, sweetener or sugar served on the side for coffee and tea

*To protect against Listeriosis, pregnant women and other individuals with a vulnerable immune system (e.g., children, older adults, etc.) should avoid eating these food and beverages. In addition, many of these options are not 'healthier' options.

Meal Checklist

- ☐ Participants have been asked if they have any special dietary needs before ordering food. For example, allergies, traditional practices or medical conditions.
- ☐ The caterer has a record of compliance with the Ontario Food Premises Regulation (i.e., in the past two years the food premise has not been ordered closed or has not received a charge). To check the status of a caterer contact, your local public health agency.
- ☐ Participants will have access to appropriate hand washing facilities before eating.
- ☐ High risk food and beverages will be handled safely. For example, cold food will be kept cold before serving. For more information on food safety contact your local public health agency.
- ☐ Tongs and spoons will be used to serve food
- ☐ One item is offered from at least three Food Groups
  - ☐ A vegetable or fruit is offered (choose local and seasonal vegetables and fruit whenever possible)
  - ☐ One item has been offered from Grain Products, Milk and Milk Alternatives, and/or Meat and Meat Alternatives
- ☐ A vegetarian option is available

Breakfast Examples:

- One half of a whole grain bagel with peanut butter and fresh fruit
- Plain yogurt with fresh fruit and whole grain pancakes
- Oatmeal with dried fruit, nuts and low fat milk served on the side
- Whole grain toast with two poached eggs and a fresh apple

Breakfast Options

Fruit

- ☐ Washed fresh fruit (e.g., apples, grapes, peaches, pears, berries, cherries, etc.)
- ☐ Cut-up fresh fruit (e.g., melons, tomatoes, etc.)
- ☐ Canned or packaged fruit, packed in water
- ☐ Dried fruit

Grain Products

- ☐ Small whole grain bagels cut in half (i.e., at least two grams of fibre per serving)
- ☐ Whole grain bread or toast (i.e., at least two grams of fibre per serving)
- ☐ Small low fat, whole grain muffin (i.e., no more than five grams of fat and at least two grams of fibre per serving)
- ☐ Small low fat, whole grain granola bar (i.e., no more than five grams of fat and at least two grams of fibre per serving)
- ☐ Whole grain waffles or pancakes (i.e., no more than five grams of fat and at least two grams of fibre per serving)
- ☐ Whole grain cold cereal (i.e., at least four grams of fibre per serving)
- ☐ Cooked whole grain cereal such as oatmeal (i.e., at least four grams of fibre per serving)

Optional Extras:

- ☐ Condiments served on the side (e.g., butter, margarine, syrup, etc.)
- ☐ Milk or soy beverage for cereal
- ☐ Nuts, seeds, or dried fruit for cereal

Milk and Milk Alternatives

- ☐ Low fat plain or flavoured yogurt or kefir
- ☐ Low fat cheese (i.e., 20% M.F. or less)
- ☐ Low fat cottage cheese

Avoid: Raw or unpasteurized dairy products including all unpasteurized cheese*

Avoid: Pasteurized soft and semi-soft cheese (i.e., Brie, Camembert, Feta, Gorgonzola, Roquefort, Stilton, Queso Blanco, Queso Fresco, Queso Panela and Halloumi)*

Meat and Meat Alternatives

- ☐ Nut butter (e.g., peanut, almond, etc.)
- ☐ Poached or boiled eggs

Avoid: Deli meats, raw or slightly cooked eggs, raw or undercooked meat poultry or fish, smoked seafood and fish, fresh pâté and fresh meat spreads*

Beverages

- ☐ Tap water
- ☐ Plain skim, 1% or 2% milk
- ☐ Plain or flavoured soy beverage
- ☐ 100% low sodium vegetable juice
- ☐ 100% fruit juice (suggested serving size is ½ cup or 125 ml)
- ☐ Coffee
- ☐ Tea

Avoid: Unpasteurized juices such as apple cider*

Optional Extras:

- ☐ Low fat milk or soy beverage, sweetener or sugar served on the side with coffee and tea

Lunch and Dinner Options

Vegetables and Fruit

- ☐ Fresh vegetables (e.g., snap peas, cauliflower, broccoli, celery etc.)
- ☐ Cooked fresh or plain frozen or canned vegetables (e.g., peas, green beans, squash, carrots, mushrooms, etc.)
- ☐ Green salad or mixed vegetable salad
- ☐ Potatoes that are made with little or no added fat or salt (e.g., baked)
- ☐ Washed fresh fruit (e.g., cherry tomatoes, apples, grapes, peaches, pears, berries, cherries)
- ☐ Cut-up fresh fruit (e.g., melons, peppers, etc.)
- ☐ Canned or packaged fruit, packed in water

Avoid: Ingredients that contain high amounts of fat, sugar or sodium such as olives, cheese, croutons, etc.

Avoid: Raw sprouts*

Optional Extras:

- ☐ Condiments served on the side (e.g., salad dressing)

Grain Products

- ☐ Plain whole grain rice or other whole grains made with little or no added fat or salt
- ☐ Whole grain pasta
- ☐ Whole grain breads or rolls
  (i.e., at least two grams of fibre per serving)
- ☐ Whole grain pitas or tortillas (i.e., at least two grams of fibre per serving)

Optional Extras:

- ☐ Spreads served on the side on the side (e.g., butter, margarine, etc.)

Milk and Milk Alternatives

- ☐ Low fat plain or flavoured yogurt or kefir
- ☐ Low fat cheese (i.e., 20% M.F. or less)
- ☐ Low fat cottage cheese

Avoid: Raw or unpasteurized dairy products including all unpasteurized cheese*

Avoid: Pasteurized soft and semi-soft cheese (i.e., Brie, Camembert, Feta, Gorgonzola, Roquefort, Stilton, Queso Blanco, Queso Fresco, Queso Panela and Halloumi)*

Meat and Meat Alternatives

- ☐ Beans, lentils or tofu prepared with little or no added fat or salt
- ☐ Extra lean meat or poultry prepared with little or no added fat or salt (e.g., baked, barbequed, boiled, broiled, grilled, roasted, steamed, or stir-fried)
- ☐ Fresh, frozen or canned fish

Avoid: Hot dogs, deli meats, raw or slightly cooked eggs, raw or undercooked meat poultry or fish, smoked seafood and fish, fresh pâté and fresh meat spreads*

Mixed Dishes

Soup

- ☐ Milk-based, low sodium broth or tomato-based soup
- ☐ Vegetables
- ☐ Whole grains such as pasta, brown rice, barley (optional)
- ☐ Extra lean meat or poultry (optional)

Side Dishes

- ☐ Vegetable or grain-based salads (i.e., no more than one tablespoon of dressing per serving)
- ☐ If desired add small amounts of low fat cheese (i.e., 20% M.F. or less)

Avoid: Croutons, bacon bits, fried onions and other high fat or sodium ingredients

Pizza

- ☐ Thin whole grain pizza crust
- ☐ Pizza sauce (i.e., 360 mg sodium or less)
- ☐ Low fat cheese (i.e., 20% M.F. or less)
- ☐ Vegetable toppings
- ☐ Lean meat or poultry (optional)

Avoid: Meat ingredients that contain a high amount of fat or sodium (e.g., pepperoni, sausage, bacon, salami, ham, etc.)

Sandwiches

- ☐ Whole grain bread, pita, wraps or buns (i.e., at least two grams of fibre per serving)
- ☐ Vegetables (e.g., lettuce, tomatoes, cucumbers, peppers, onions, etc.)
- ☐ Extra lean beef, lean chicken or turkey
- ☐ Egg, chicken or fish mixed with low fat mayonnaise
- ☐ Low fat cheese (i.e., 20% M.F. or less)
- ☐ Vegetarian options (e.g., hummus, grilled vegetables, etc.)

Optional Extras:

- ☐ Spreads served on the side (e.g., butter, margarine, mayonnaise, etc.)

Pasta

- ☐ Whole grain pasta with low sodium tomato sauce and vegetables
- ☐ Extra lean meat or poultry (optional)
- ☐ Low fat cheese (i.e., 20% M.F. or less) (optional)

Other Mixed Dishes (e.g., Chili)

- ☐ Fresh or frozen vegetables or low sodium canned vegetables
- ☐ Low sodium, low fat sauce or seasoning (e.g., tomato sauce, stir-fry sauce)
- ☐ Meat alternatives such as tofu or beans
- ☐ Extra lean meat or poultry (optional)

Avoid: Ingredients that contain high amounts of fat, sugar or sodium (e.g., soy sauce, olives, cheese, cream, etc.)

Beverages

- ☐ Tap water
- ☐ Plain skim, 1% or 2% milk
- ☐ Plain or flavoured soy beverage
- ☐ 100% low sodium vegetable juice
- ☐ 100% fruit juice (suggested serving size is ½ cup or 125 ml)
- ☐ Coffee
- ☐ Tea

Avoid: Unpasteurized juices such as apple cider*

Optional Extras:

- ☐ Low fat milk or soy beverage, sweetener or sugar served on the side with coffee and tea
- ☐ Fresh or frozen berries, lemon slices or sliced cucumber and ice cubes served with tap water

Section 5

Education

Access to Registered Dietitian Services

Why Provide Access to a Registered Dietitian?

Currently, there is good evidence that intensive registered dietitian counseling for adults with certain conditions can improve nutrition related risks, especially when combined with physical activity.[1,2]

Workplaces can offer counseling services to assist employees in managing health conditions. Registered Dietitians offer services such as nutrition assessments, diet modification and counseling to help employees achieve nutrition goals.[1]

Source: Canadian Obesity Network

Offering Credible Nutrition Information

When offering nutrition counseling services, it is important to ensure the service provider is a qualified professional, who offers credible, evidence-based information.

Registered Dietitians are regulated by the College of Dietitians of Ontario to ensure that educational requirements have been met and that members are conducting safe, competent and ethical practice.

Many people offer nutrition counseling services. Be careful to ensure that the person you select to offer nutrition counseling is a qualified nutrition professional. To verify that a nutrition advisor is a Registered Dietitian check the Register of Dietitians from the College of Dietitians of Ontario.

For more information on providing access to Registered Dietitians in the workplace, visit:

What is the Difference Between a Dietitian and a Nutritionist?
http://www.dietitians.ca/Downloads/Public/What-is-difference-RD-factsheet.aspx

Dietitians - The Smart Choice for Advice on Healthy Eating.
http://www.dietitians.ca/Downloads/Public/Dietitians-SmartChoice-Col.aspx

Include Dietitian Services in Extended Health Care Plan: It's Cost-Effective
http://www.dietitians.ca/Downloads/Public/2015-June-Case-for-Extended-health-care-coverage-f.aspx

Employee Health
http://www.dietitians.ca/Dietitians-Views/Health-Care-System/Private-Practice/Employee-Health.aspx

Are Dietitian Services Part of Your Employee Health Insurance Plan? (Infographic)
http://www.dietitians.ca/Downloads/Public/DC_CDN_infographic_eng.aspx

Offering the Services of a Registered Dietitian in your Workplace

1. Find out if this is an issue in your workplace.

Employee Survey

Use the **Sample Survey Questions** as guide to create questions for an employee survey, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Look at Aggregate (Group) Health Information

Track aggregate health data to find out if employees may require help managing nutrition-related chronic conditions. For example:

- Absenteeism rates
- Presenteeism rates (productivity losses)
- Disability claims
- WSIB claims
- Aggregate prescription drug benefits costs
- Changes in risk factors (aggregate health risk assessment data such as blood pressure, cholesterol, blood glucose, etc.)

If the assessment shows that employees are interested in accessing the services of a Registered Dietitian or that employees have nutrition-related health concerns, plan actions that can address this issue.

If there is no interest of the results of the aggregate health information show that there are no nutrition-related health concerns at your workplace, move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to create a plan to offer Registered Dietitian services in your workplace.

Once you have established that the services of a Registered Dietitian are needed in your workplace. Make a plan to offer this service.

Determine the Most Appropriate Service Format

The nutrition counseling services may take several forms:

- Bring Registered Dietitians to the workplace to provide counseling to employees during business hours.
- Offer Dietitian counseling services through an Employee Assistance Program provider.
- Add coverage for Registered Dietitian services to the current health benefits package.
- Offer telephone counseling if the geographic location of your workplace does not make it possible to access a Registered Dietitian in person.

Think about how you will know if the Registered Dietitian service is successful.

Once you have implemented the services of a Registered Dietitian in your workplace, you will need to find out if the service is effective. Think about the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Determine if the employees are able to access services as planned.
- Track rates of benefit usage.
- Ask employees if they are satisfied with the services.
- Track costs to determine if services are offered according to the budget.

See if the actions were effective.

Short-Term Outcome Indicators

Ask employees if they:

- Intend to change their behaviour as a result of nutrition counseling.
- Have changed their behaviours as a result of nutrition counseling.
- Have increased nutrition knowledge and/or food skills as a result of nutrition counseling.

See the **Sample Registered Dietitian Service Evaluation Questions** for ideas to get you started.

Long-Term Outcome Indicators

Long-term indicators are influenced by many complex factors beyond eating behaviours. For example, job related stress, low morale and health behaviours such as smoking, alcohol and physical activity. Some health indicators can improve in a relatively short period of time, such as blood glucose, cholesterol and blood pressure. Other conditions such as cardiovascular disease can take decades to develop. These are important considerations when tracking long-term data on health related interventions.

- Absenteeism rates
- Presenteeism rates (productivity losses)
- Self-reported job satisfaction and employee morale
- Employee turnover
- Disability claims
- WSIB claims
- Prescription drug benefits costs
- Changes in risk factors (aggregate HRA data such as blood pressure, cholesterol etc.)

3. Before taking action, present your plans to relevant managers and decision-makers for approval to move forward.

Once the actions and evaluation indicators have been chosen, present the plan to management and other relevant decision-makers for approval.

Develop a business case to demonstrate the need to provide access to nutrition counseling provided by a Registered Dietitian. Include the costs of not providing this service to employees. Present the case to management and other relevant decision-makers.

Dietitians of Canada have produced a video that outlines the benefits of adding a Registered Dietitian to your workplace health plan: https://player.vimeo.com/video/124317192

4. Put your plan into action.

To find a Registered Dietitian, use the **Find-A-Dietitian** tool from Dietitians of Canada, available at**:** http://www.dietitians.ca/Your-Health/Find-A-Dietitian/Find-a-Dietitian.aspx

Remember to tell the employees about the new service.

Keep track of information that will help you to determine if your plan was effective

After the implementation process is completed use the information that you collected for your evaluation to find out what worked and what did not work.

If your plan was successful, update the plan to maintain changes. If the plan was not successful, plan to change the approach to increase the effectiveness of the Registered Dietitian services.

Sample Registered Dietitian Service Evaluation Questions

Question 1.

I am aware that I have access to a Registered Dietitian through my workplace [Select the applicable service: EAP, onsite counselling service or extended health benefits].

- ☐ Yes
- ☐ No

Question 2.

I have used the [Registered Dietitian service].

- ☐ Yes
- ☐ No

Question 3.

How satisfied are you with the [Registered Dietitian service].

- ☐ Very Dissatisfied
- ☐ Dissatisfied
- ☐ Satisfied
- ☐ Very Satisfied

Question 4.

If you chose dissatisfied or very dissatisfied for the previous statement, please describe your experience.

Question 5.

How can we improve the [Registered Dietitian service]?

Question 4.

What changes have you made as a result of using the [Registered Dietitian service]?

Question 5.

What is the most important thing that you learned as a result of using the [Registered Dietitian service]?

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Royall D. A systematic review of the effectiveness of nutrition counselling interventions by dietitians in outpatient and in workplace settings. 2009.

2. Anderson LM, Quinn TA, Glanz K, Ramirez G, Kahwati LC, Johnson DB, et al. The effectiveness of worksite nutrition and physical activity interventions for controlling employee overweight and obesity: A systematic review. Am J Prev Med 2009 Oct;37(4):340-357.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Education on Weight Bias

Why is it Important to Address Weight Bias in the Workplace?

A **bias** is a belief about a person based on a certain quality or attribute. It can be positive or negative.[1] Assuming that weight status is the result of self-control and personal effort has led to weight bias,[2] where people believe negative stereotypes about individuals who have gained weight, which often leads to prejudice, stigma and discrimination.[1,3,4]

Weight-based stigma and discrimination is very common in our society because:

- Weight gain is considered to be undesirable.[5]
- It is difficult to hide weight status.[5]
- It is commonly believed that individuals are solely responsible for their eating and physical activity behaviours.[4-21] As a result, people who have gained weight are blamed for their condition, without considering other factors that promote poor eating habits and physical inactivity.[2,7,12-15,22]
- People are more confident in their attitudes if they think that other people agree with their beliefs.[4,8] The perception that other people feel the same way makes it more likely that people express or act on negative attitudes about weight.[2,8,23,24] Research shows that weight bias is common[1,7,10,13,15] and rates of weight bias are increasing over time.[4,6,10,13,19,25-27]

Some forms of weight-based discrimination are obvious. For example, workers struggling with obesity often hear negative comments and jokes about their weight from coworkers.[4,26] Other actions are less obvious and people may not even be aware of their behaviour. For example, people with obesity report that they are often ignored by others.[5,7,22,28,29]

Weight-based discrimination is stressful[13] and negatively affects mental health and overall quality of life.[1,4,7,11,25,27,29-31] Therefore, it is important for workplaces to create a supportive environment that promotes fairness and wellbeing.

1. Find out if this is an issue in your workplace.

Observations

Pay attention to the way that people are treated in your workplace. If you see examples of weight-based comments, jokes or harassment, your workplace should address this issue. Look out for images or slogans that associate weight with laziness or other undesirable traits, as these are examples of weight bias.

Look at workplace communications. If your workplace communications do not include people with different body types, this is an example of exclusion based on appearance. Pictures with a focus on torso or buttocks, headless shots or people shown eating less healthy food or engaging in sedentary behaviours can increase weight bias and should be avoided.[9,14,29]

Employee Survey

Ask questions on an employee survey to find out if employees feel that they are treated differently because of their weight status. See the **Sample Survey Questions** for ideas to get you started, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Source: Canadian Obesity Network

2. Work with the committee that addresses wellness and any relevant decision-makers to come up with a plan.

Who to Involve

Once the needs assessment is completed the committee will need to identify appropriate stakeholders to come up with a plan.

Recommended Actions to Address Weight Bias:

Education

Consider working with a Registered Dietitian to provide education to employees on the topic of weight bias.

- Education can be provided as part of the harassment and violence prevention strategy in your workplace. Weight-based comments and discrimination is a form of harassment and should not be tolerated in the workplace. For more information see the factsheet **Policy Development: Harassment Prevention**, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.
- Provide education about external factors that influence individual health behaviours as this may be helpful to reduce negative attitudes about weight.[8] For more information, see the fact sheet **Factors that Influence Eating Habits**, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Job Related Actions

In addition to educating employees about the negative outcomes that result from weight bias, consider the following recommendations for specific job types:

Purchasing/Facilities

Employees who purchase items or plan workplace spaces should be educated so that they are aware of the need to accommodate bodies that come in a variety of shapes and sizes.

Health Promotion/Health and Safety

Health care providers are likely to be weight-biased,[2,4,5,15,19,24,32] which may cause harm.[20,32,33] Ensure that workplace health and safety or workplace wellness programs are not weight-biased by:

- Avoiding a focus on weight. Hundreds of interventions have been studied but weight loss programs have not resulted in significant long-term weight loss. Workplace based trials report a weight loss of only about one kg (about three pounds) after one year.[15]
- Avoiding workplace weight loss competitions modeled after popular television shows. These shows tend to promote unrealistic expectations of weight loss and can support the idea that individuals are solely responsible for their weight status.[12,34]
- Using a health at every size approach.[35,36] For more information, See the **Taking the Focus Off Weight** factsheet, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.
- Ensuring that workplace health care is respectful. Many people report unpleasant experiences in health care settings, which can result in people delaying or not participating in health care.[2,4,19,35] For example, health care providers may provide advice about weight loss without being asked.[4] Some wellness providers use stigmatizing messages about weight to motivate people.[7,19] However, the evidence suggests that people who are exposed to weight-based stigma may be less likely to maintain healthy eating or physical activity habits.[13,15,19,20,27,29,36,37]
- Providing education about the complex influences on eating and physical activity habits to reduce weight bias in health care providers.[4]

Communications

Workplace publications such as newsletters, articles, blogs, emails, magazines, websites or posters are an opportunity to promote inclusivity. Ensure that workplace communications are not weight-biased by:

- Including information on the complex external factors that influence eating and physical activity habits, if weight is a topic in workplace communications.[38]
- Avoiding the use of negative images such as pictures of people eating less healthy food, headless figures, pictures with a focus on lower abdomen or buttocks, people who are not fully clothed or wearing clothing that does not fit properly or people engaging in sedentary activities such as watching television.[14,29]
- Using images that positively portray people to reduce negative weight-related stigma.[29] This includes individuals dressed in professional clothing and engaging in healthy behaviours.[14]

Source: UConn Rudd Center for Food Policy & Obesity

Free image galleries are available at:

The Canadian Obesity Network http://www.obesitynetwork.ca/images-bank

The Rudd Centre http://www.uconnruddcenter.org/image-library

How will you know if your plan is successful?

Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Were the education sessions well attended?

See if the actions were effective.

- Ask questions on an employee survey or during a focus group to find out if employees still feel that they are being treated differently based on their weight status.
- Review workplace communications to ensure they do not contain images or language that may promote weight bias.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Giel KE, Thiel A, Teufel M, Mayer J, Zipfel S. Weight bias in work settings - a qualitative review. Obes Facts 2010 Feb;3(1):33-40.

2. Puhl RM, Brownell KD. Psychosocial origins of obesity stigma: Toward changing a powerful and pervasive bias. Obes Rev 2003 Nov;4(4):213-227.

3. Obesity Action Coalition. Weight bias in the workplace: Information for employers. 2012.

4. Puhl RM, Heuer CA. The stigma of obesity: A review and update. Obesity (Silver Spring) 2009 May 2009;17(5):941-964.

5. Puhl R, Brownell KD. Ways of coping with obesity stigma: review and conceptual analysis. Eat Behav 2003 Mar;4(1):53-78.

6. Ruggs EN, HEBL Hebl MR, Law C, Cox CB, Roehling MV, Wiener RL, et al. Gone fishing: I–O psychologists’ missed opportunities to understand marginalized employees’ experiences with discrimination. Industrial and Organizational Psychology 2013;6:39-60.

7. Tomiyama AJ. Weight stigma is stressful. A review of evidence for the Cyclic Obesity/Weight-Based Stigma model. Appetite 2014 Nov;82:8-15.

8. Puhl RM, Schwartz MB, Brownell KD. Impact of perceived consensus on stereotypes about obese people: A new approach for reducing bias. Health Psychol 2005 Sep;24(5):517-525.

9. Sikorski C, Luppa M, Kaiser M, Glaesmer H, Schomerus G, Konig HH, et al. The stigma of obesity in the general public and its implications for public health - a systematic review. BMC Public Health 2011 Aug 23;11:661.

10. Latner JD, Ebneter DS, O'Brien KS. Residual obesity stigma: An experimental investigation of bias against obese and lean targets differing in weight-loss history. Obesity (Silver Spring) 2012 Mar 7.

11. MacLean L, Edwards N, Garrard M, Sims-Jones N, Clinton K, Ashley L. Obesity, stigma and public health planning. Health Promot Int 2009 Mar;24(1):88-93.

12. Domoff SE, Hinman NG, Koball AM, Storfer-Isser A, Carhart VL, Baik KD, et al. The effects of reality television on weight bias: An examination of The Biggest Loser. Obesity (Silver Spring) 2012 Jan 12.

13. Major B, Eleizer D, Rieck H. The psychological weight of weight stigma. Social Psychological and Personality Science 2011 January 19, 2012 [online]:1-10.

14. Heuer CA, McClure KJ, Puhl RM. Obesity stigma in online news: A visual content analysis. J Health Commun 2011 Oct;16(9):976-987.

15. O'Brien KS, Puhl RM, Latner JD, Mir AS, Hunter JA. Reducing anti-fat prejudice in preservice health students: A randomized trial. Obesity (Silver Spring) 2010 Nov;18(11):2138-2144.

16. Wansink B, Huckabee M. De-marketing obesity. California Management Review 2005 Summer 2005;47(4):1-13.

17. Crandall CS. Prejudice against fat people: Ideology and self-interest. J Pers Soc Psychol 1994 May;66(5):882-894.

18. Levitsky DA, Pacanowski CR. Free will and the obesity epidemic. Public Health Nutr 2011 Sep 19:1-16.

19. Puhl RM, Heuer CA. Obesity stigma: Important considerations for public health. Am J Public Health 2010 Jun;100(6):1019-1028.

20. Puhl RM, Heuer CA. Public opinion about laws to prohibit weight discrimination in the United States. Obesity (Silver Spring) 2011 Jan;19(1):74-82.

21. Brownell KD, Kersh R, Ludwig DS, Post RC, Puhl RM, Schwartz MB, et al. Personal responsibility and obesity: A constructive approach to a controversial issue. Health Aff (Millwood) 2010 Mar-Apr;29(3):379-387.

22. Barron LG, Hebl M. Reducing “acceptable” stigmatization through legislation. Social Issues and Policy Review 2010;4(1):1-30.

23. Pryor JB, Reeder GD, Wesselmann ED, Williams KD, Wirth JH. The influence of social norms upon behavioral expressions of implicit and explicit weight-related stigma in an interactive game. Yale J Biol Med 2013 Jun 13;86(2):189-201.

24. Teachman BA, Brownell KD. Implicit anti-fat bias among health professionals: is anyone immune? Int J Obes Relat Metab Disord 2001 Oct;25(10):1525-1531.

25. Brewis AA. Stigma and the perpetuation of obesity. Soc Sci Med 2014 Oct;118:152-158.

26. Puhl RM, Moss-Racusin CA, Schwartz MB, Brownell KD. Weight stigmatization and bias reduction: Perspectives of overweight and obese adults. Health Educ Res 2008 Apr;23(2):347-358.

27. Schvey NA, Puhl RM, Brownell KD. The impact of weight stigma on caloric consumption. Obesity (Silver Spring) 2011 Oct;19(10):1957-1962.

28. Westermann S, Rief W, Euteneuer F, Kohlmann S. Social exclusion and shame in obesity. Eat Behav 2015 Apr;17:74-76.

29. Pearl RL, Puhl RM, Brownell KD. Positive media portrayals of obese persons: Impact on attitudes and image preferences. Health Psychol 2012 Feb 6.

30. Eisenberger NI. The neural bases of social pain: evidence for shared representations with physical pain. Psychosom Med 2012 Feb-Mar;74(2):126-135.

31. Pearl RL, Dovidio JF, Puhl RM, Brownell KD. Exposure to Weight-Stigmatizing Media: Effects on Exercise Intentions, Motivation, and Behavior. J Health Commun 2015;20(9):1004-1013.

32. O'Hara L, Gregg J. The war on obesity: A social determinant of health. Health Promot J Austr 2006 Dec;17(3):260-263.

33. Ramos Salas X. The ineffectiveness and unintended consequences of the public health war on obesity. Can J Public Health 2015 Feb 3;106(2):e79-81.

34. Yoo JH. No clear winner: Effects of The Biggest Loser on the stigmatization of obese persons. Health Commun 2012 Jun 28.

35. Bombak A. Obesity, health at every size, and public health policy. Am J Public Health 2014 Feb;104(2):e60-7.

36. McVey GL, Walker KS, Beyers J, Harrison HL, Simkins SW, Russell-Mayhew S. Integrating weight bias awareness and mental health promotion into obesity prevention delivery: A public health pilot study. Prev Chronic Dis 2013 Apr 4;10:E46.

37. DePierre JA, Puhl RM. Experiences of weight stigmatization: A review of self-report assessment measures. Obesity Facts: The European Journal of Obesity 2012;5:897-918.

38. Bonfiglioli CM, Smith BJ, King LA, Chapman SF, Holding SJ. Choice and voice: Obesity debates in television news. Med J Aust 2007 Oct 15;187(8):442-445.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Credible Healthy Eating Education for Employees

Why Provide Employees with Credible Information About Healthy Eating?

Ongoing credible, evidence-based education can help employees to improve their eating habits.

Providing Credible, Evidence-Based Information

Provide employees with materials that have been written by a Registered Dietitian to ensure that you are offering credible, evidence-based information. If you are not sure if a nutrition professional is a Registered Dietitian, you can check the **Register of Dietitians** at the **College of Dietitians of Ontario**: https://www.collegeofdietitians.org/

For more information on Registered Dietitians, see the Workplace Nutrition Advisory Group's YouTube site: https://youtu.be/PzrgWk1WVSw.

Addressing Healthy Eating Education

1. Find out if this is an issue in your workplace.

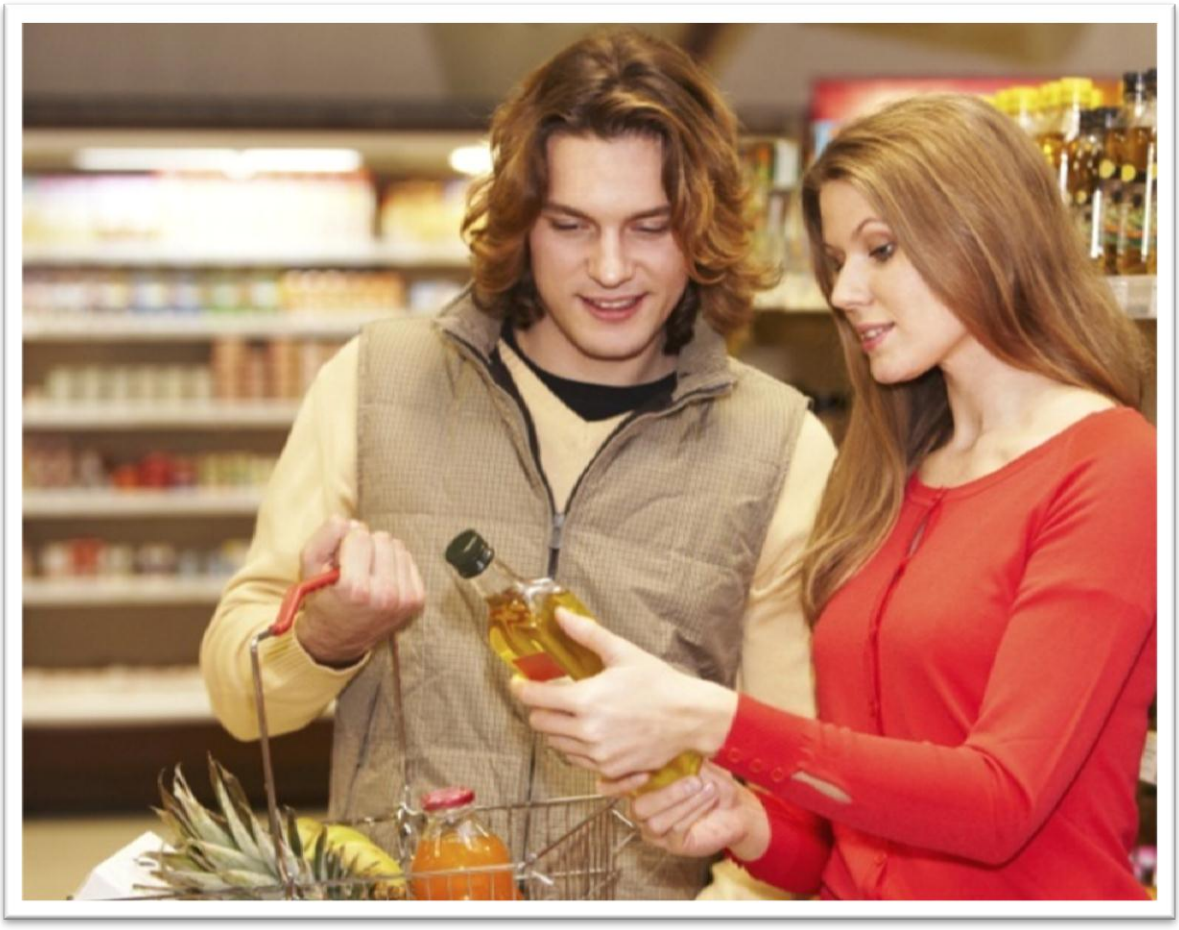
Use the **Sample Survey Questions** as a guide to create questions for an employee survey, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Use the results of the employee survey to identify the education opportunities that employees would like to have.

Complete the **Healthy Eating in the Workplace Checklist,** available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

If the assessment shows that employees feel that they need education, plan actions that can address this issue.

If healthy eating education is not an issue in your workplace move on to another item on the **Healthy Eating in the Workplace Checklist**.



2. Work with the committee that addresses wellness and any relevant decision-makers to address healthy eating education

Gather important decision-makers to create a plan to provide credible healthy eating information for employees.

Types of Healthy Eating Information

Awareness Raising

Awareness raising increases employees' knowledge about the importance of healthy eating. This type of information is also used to describe a healthy eating pattern so that employees have a sense of what type of food and beverages to choose.

It is the first step in supporting employees to improve their eating habits.

Examples of Awareness Raising:

- Bulletin boards/posters
- Newsletters
- Pamphlets
- Displays
- Health fairs
- Events
- Emails
- Websites
- Videos
- Lunch and learns
- Personal health screening
- Point-of-decision nutrition information

Sources of Credible, Evidence-Based Information:

EatRight Ontario
www.eatrightontario.ca

Dietitians of Canada
www.dietitians.ca

Public Health
(check with your local public health agency)

Health Canada
www.hc-sc.gc.ca

In-Store Dietitians
(Loblaws, Sobeys, etc.)

Healthy Eating Promotion Dates:

You may want to plan awareness raising activities that align with nutrition promotion dates such as **National Nutrition Month** in March (www.dietitians.ca) and **Healthy Workplace Month** in October (www.healthyworkplacemonth.ca)

Actions to Avoid:

Providing Information that is Not Based on Evidence

Avoid offering information that is not based on evidence. For example, cleanses, supplements or diets that unnecessarily avoid certain ingredients or food groups. This may confuse employees and focus their attention away from a healthy eating pattern.

Research shows that providing inconsistent nutrition information can cause people to stop believing healthy eating messages.[1]

Focusing on Weight

It is important to focus information on diet quality, rather than weight. Focusing on weight assumes that only people who have gained weight need to improve their eating habits. Less than one per cent of Canadians follow healthy eating recommendations.[2] Therefore, almost everyone needs to improve their eating habits.

Research shows that it is difficult to lose weight and keep it off.[3-11] However, people can make changes to their eating habits that can result in health improvements, aside from weight.

Focusing on weight, with an emphasis on individual responsibility can lead to weight bias. This leads to a lower quality of life for individuals affected by weight bias.[13-15] When people feel badly about their weight, it can make it harder for them to make changes to their health behaviours.[14-17] Focusing on weight may also have negative effects on body image and self-esteem. This can result in poor mental health and social isolation.[12] Therefore, promoting weight loss may increase the risk of developing health problems.[18,19]

Overweight and obesity is a health outcome, much like high blood pressure, high cholesterol, cardiovascular disease and type 2 diabetes. When discussing the topic of weight, it is better to group it in with other health outcomes, rather than highlight weight as the focus of health information.

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Ask participants if they were satisfied with the education opportunities. See the **Sample Healthy Eating Education Evaluation Questions** for examples.

See if the actions were effective.

- Use the **Sample Survey Questions** as a guide to ask employees if they have education needs that have not been addressed.
- Complete the Education section of the **Healthy Eating in the Workplace Checklist** on a regular basis to ensure your workplace to offer education opportunities for employees.
- At the end of each education session ask participants questions to see if there has been a change in knowledge. See the **Sample Healthy Eating Education Evaluation Questions** for examples.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Sample Healthy Eating Education Evaluation Questions

Ask the employees for feedback about the session.

Question 1.

I found the overall workshop to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 2.

I found the handouts to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 3.

I found the activities to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 4.

How could we improve the session?

Ask the employees about the effectiveness of the session.

Question 5.

What was the most important thing that you learned during this session?

Question 6.

What actions, if any, are you going to take as a result of this session?

Question 7.

What would you like to know more about?

Question 8.

On a scale of 1 to 10, please rate your knowledge level on [topic].

	Basic → **Very High**									
	1									**10**
My level of knowledge on [topic] **BEFORE** this presentation was:	1	2	3	4	5	6	7	8	9	10
My level of knowledge on [topic] **AFTER** this presentation was:	1	2	3	4	5	6	7	8	9	10

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace”, available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Nagler RH. Adverse outcomes associated with media exposure to contradictory nutrition messages. J Health Commun 2014;19(1):24-40.

2. Garriguet D. Diet quality in Canada. Health Rep 2009 Sep;20(3):41-52.

3. Curioni CC, Lourenco PM. Long-term weight loss after diet and exercise: A systematic review. Int J Obes (Lond) 2005 Oct;29(10):1168-1174.

4. Sharma AM, Padwal R. Obesity is a sign - over-eating is a symptom: An aetiological framework for the assessment and management of obesity. Obes Rev 2010 May;11(5):362-370.

5. Wansink B, Jusy DR, Payne CR. Mindless eating and healthy heuristics for the irrational. American Economic Review 2009;99(2):165-169.

6. Ness-Abramof R, Apovian CM. Diet modification for treatment and prevention of obesity. Endocrine 2006 Feb;29(1):5-9.

7. Douketis JD, Macie C, Thabane L, Williamson DF. Systematic review of long-term weight loss studies in obese adults: Clinical significance and applicability to clinical practice. Int J Obes (Lond) 2005 Oct;29(10):1153-1167.

8. Lombard CB, Deeks AA, Teede HJ. A systematic review of interventions aimed at the prevention of weight gain in adults. Public Health Nutr 2009 Nov;12(11):2236-2246.

9. Wu T, Gao X, Chen M, van Dam RM. Long-term effectiveness of diet-plus-exercise interventions vs. diet-only interventions for weight loss: A meta-analysis. Obes Rev 2009 May;10(3):313-323.

10. Anderson JW, Konz EC, Frederich RC, Wood CL. Long-term weight-loss maintenance: A meta-analysis of US studies. Am J Clin Nutr 2001 Nov;74(5):579-584.

11. Suter M, Calmes JM, Paroz A, Giusti V. A 10-year experience with laparoscopic gastric banding for morbid obesity: High long-term complication and failure rates. Obes Surg 2006 Jul;16(7):829-835.

12. Marshall C, Lengyel C, Utioh A. Body dissatisfaction among middle-aged and older women. Can J Diet Pract Res 2012;73(2):85.

13. Sikorski C, Luppa M, Kaiser M, Glaesmer H, Schomerus G, Konig HH, et al. The stigma of obesity in the general public and its implications for public health - a systematic review. BMC Public Health 2011 Aug 23;11:661.

14. Major B, Eleizer D, Rieck H. The psychological weight of weight stigma. Social Psychological and Personality Science 2011 January 19, 2012 [online]:1-10.

15. Puhl RM, Heuer CA. Obesity stigma: Important considerations for public health. Am J Public Health 2010 Jun;100(6):1019-1028.

16. Levy BR, Pilver CE. Residual stigma: Psychological distress among the formerly overweight. Soc Sci Med 2012 Jul;75(2):297-299.

17. Schafer MH, Ferraro KF. The stigma of obesity: Does perceived weight discrimination affect identity and physical health? Social Psychology Quarterly 2011;74:76-97.

18. Bacon L, Aphramor L. Weight science: Evaluating the evidence for a paradigm shift. Nutr J 2011 Jan 24;10:9.

19. Harrington M, Gibson S, Cottrell RC. A review and meta-analysis of the effect of weight loss on all-cause mortality risk. Nutr Res Rev 2009 Jun;22(1):93-108.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Education on Factors that Influence Eating Habits

Why is it Important to Provide Education on Factors that Influence Eating Habits?

There are many environmental, physical, social and psychological factors that influence individual eating behaviours. Unfortunately these occur below conscious awareness, so people may not realize that it is happening.[1-5] Employees may feel that they are thoughtfully choosing what to eat,[6,7] but eating behaviours are much more complex than simple rational choices.

Providing education on factors that influence individual eating habits outside of personal control can help to reduce weight bias and increase support for changes to the workplace, such as offering healthier food and beverages in meetings and workplace retail settings.

The Food Environment

Availability of Less Healthy Food and Beverages

Over the last few decades there has been a substantial increase in the availability of less healthy food options.[8] The changes in availability influence the types of food and beverages that consumers choose. The change in the food supply is believed to be responsible for the overall decline in diet quality, as it is difficult for individuals to make healthy choices if the food system makes it difficult to do so.[9]

Taste and Price

Taste is the most important factor influencing food choice, followed by food cost.[10-17] Price is more influential than nutrition knowledge when people are making food decisions.[14,18]

This is why it is important that any strategies that are meant to improve diet quality need to ensure that healthier choices are both tasty and comparable or lower in price compared to other items.

Portion Size

Portion size appears to be a major factor for how much food people consume; as the amount of food served suggests that it is an appropriate amount to eat.[1,4,17,19,20] Over time, portion sizes have increased significantly, causing people to eat more food overall.[21-23]

Food Marketing

Research has shown that people eat more when exposed to food marketing, even when advertised food is not available.[24]

Psychological Factors

Overestimating Personal Diet Quality

When people were asked about their eating habits, most Canadians reported their eating habits as good (46 per cent), very good (24 per cent) or excellent (four per cent).[25] However, only 0.5 per cent of Canadians follow nutrition recommendations.[26] This shows a large gap in perception of diet quality compared to actual diet quality.

If people feel that their current eating pattern follows nutrition recommendations, they may not think that they need to improve their own diet quality. However, research on the eating patterns of Canadians shows that virtually everyone needs to make improvements in their diet quality.

Eating in Moderation

There is no official definition of moderation, however, a research study on the diet quality of Canadians found that there are no calories left over for less healthy food and beverages if an individual were to follow the recommendations in Canada's Food Guide. The researchers set moderation at five per cent of total daily calories. For a person who eats 2000 calories a day, this is about 100 calories per day.[26] Another way to think about this amount is two indulgent desserts per week or two restaurant meals per month.

Some of the most important changes that Canadians need to make to improve diet quality are to limit processed meats, like deli meats, as well as food and beverages that are listed on the back of **Eating Well with Canada's Food Guide** under the box labeled "Eat Well". Canada's Food Guide lists "Foods to Limit", including: cakes and pastries, chocolate and candies, cookies and granola bars, ice cream and frozen desserts, doughnuts and muffins, french fries, potato chips, nachos and other salty snacks, alcohol, fruit flavoured drinks, soft drinks, sports and energy drinks and sweetened hot or cold beverages.[27]

People often talk about eating in moderation; however, the research shows that Canadians need to eat less of certain types of food and beverages. In 2004, almost a quarter of the calories that Canadians ate each day were from "Foods to Limit".[28]

Justifying Behaviour

Humans have a mental bias that allows them to act in ways that are not in line with their beliefs if they have done something, or will do something, that they consider to be "good".[29,30] This can result in people making indulgent food decisions after they have done something that required personal effort.[31,32]

Here are some examples:

- Eating something indulgent after being physically active.[33-35]
- Eating more than normal because a food item is marketed as a healthier choice.[36]
- Purchasing a less healthy side dish after ordering a healthier entrée item, for example, ordering a bag of chips with a healthier sandwich.[37]

Making less healthy choices after making healthier ones is commonly viewed as a balanced lifestyle.[38,39] This can be harmful to long term health because many people overestimate the benefits of their healthy actions, while underestimating the harm done by their reward.

Focus on Weight

Many people believe that physical activity can be used to make up for poor diet quality. This is the result of a focus on weight, where calories were the most important part of the diet. Believing that physical activity can make up for poor diet quality can actually lead to lower diet quality.[40]

Physical activity can not make up for the nutrients that are missing in a poor quality diet such as the beneficial health effects of eating vegetables and fruit, whole grains. It also can not eliminate the harm caused by eating too much sodium, added fat and sugar.

Both healthy eating and physical activity are important for health and well being. One behaviour cannot make up for not doing the other.

Social Influence

Eating with other people can influence when, what and how much we eat.[2,32,41-56]

Food is considered to be a very important part of social activities and eating with others can create a sense of belonging.[32,57]

However, social influence can also result in eating less healthy food. People may feel social pressure to eat.[49] A few studies have shown that when people eat less than others at social events, they are viewed as high-strung, serious, unhappy and antisocial. In other words, they were not well-liked by others.[46,48,49,54]

In some instances, food related social events may actually exclude some people. Individuals who are aware that they eat more than they intend at social events or individuals who follow a specific diet for medical or cultural reasons may avoid food-related social events.[58]

Physical Factors

Food Rewards in the Brain

Certain food and beverages can activate the brain's reward system.[59-65] This reward system is not linked to a need for calories.[66] The rewarding value of some foods can motivate people to eat even when they are not hungry, for example, eating dessert after a large meal.

People who eat rewarding food and beverages end up with fewer dopamine receptors over time.[67] This means that the brain changes as a result of eating certain types of food, which may cause people to continue to over consume this type of food in the future.[67]

The fact that certain food and beverages have addictive qualities could help to explain why people fail to make consistent healthy food 'choices' when less healthy options are available. This is a significant problem as food and beverages with addictive qualities are difficult to avoid because they are available almost everywhere.[68]

Limits to Individual Will Power

The part of the brain that houses will power is also responsible for other tasks such as planning, learning and dealing with stress.[69]

It is believed that people have a limited amount of mental energy to use in a day. Using mental energy to complete a task or to deal with a stressful situation uses up energy that could be used to do another task, such as resisting tempting food.[3,5,70,71,71-73] Similarly, resisting tempting food can result in having in less mental energy to do other tasks, such as focusing on work.[74]

Researchers believe that the brain relies on blood glucose as its energy source.[75-77] When people are hungry they have lower blood glucose. Therefore, people may have a limited ability to resist temptation when they are hungry. This may help to explain why people are more likely to make impulsive food decisions when they are hungry, such as purchasing less healthy foods when grocery shopping on an empty stomach.

1. When is education on factors that affect eating behaviours important?

It is recommended that this education take place when your workplace is addressing weight bias. Understanding the complex influences on personal decisions can help to reduce the emphasis on personal responsibility.

It is also recommended that this education take place if your workplace is making changes to food and beverages served during meetings or events as well as in retail settings.

Making changes in the workplace can result in people becoming upset because they feel like something is being taken away from them.[78-80] This education can help people to understand that the food environment is already influencing them to make certain decisions.[79] The education should emphasize that the change is giving employees the ability to have more choice rather than taking away choice.[81] For example, most vending machines only contain less healthy choices. Increasing the availability of healthy snacks serves to increase people's choices rather than limit their personal freedom.

2. Work with the committee that addresses wellness and any relevant decision-makers to come up with a plan.

Who to Involve

Once the needs assessment is completed the committee will need to identify appropriate stakeholders to come up with a plan.

Recommended Actions to Provide Education:

Ask a Registered Dietitian to provide education for employees about factors that influence individual eating habits.

How will you know if your plan is successful?

Determine the type of information that you will need to be able to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Were education sessions implemented as planned?
- What percentage of employees attended the education session?

See if the actions were effective.

- Use the **Sample Survey Questions** as a guide to see if employees have a sense of factors that influence their individual eating decisions.
- At the end of each education session ask participants questions to see what was valuable to them. See the **Sample Evaluation Questions** for examples.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Sample Education Evaluation Questions

Ask the employees for feedback about the session.

Question 1.

I found the overall workshop to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 2.

I found the handouts to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 3.

I found the activities to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 4.

How could we improve the session?

Ask the employees about the effectiveness of the session.

Question 5.

What was the most important thing that you learned during this session?

Question 6.

What actions, if any, are you going to take as a result of this session?

Question 7.

What would you like to know more about?

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Cohen D, Farley TA. Eating as an automatic behavior. Prev Chronic Dis 2008 Jan;5(1):A23.

2. Cohen DA. Neurophysiological pathways to obesity: Below awareness and beyond individual control. Diabetes 2008 Jul;57(7):1768-1773.

3. Cohen DA, Babey SH. Contextual influences on eating behaviours: Heuristic processing and dietary choices. Obes Rev 2012 May 3.

4. Wansink B. Environmental factors that increase the food intake and consumption volume of unknowing consumers. Annu Rev Nutr 2004;24:455-479.

5. Rothman AJ, Sheeran P, Wood W. Reflective and automatic processes in the initiation and maintenance of dietary change. Annals of Behavioral Medicine 2009;38(Suppl. 1):S4-S17.

6. Pronin E, Kugler MB. People believe they have more free will than others. Proc Natl Acad Sci U S A 2010 Dec 28;107(52):22469-22474.

7. Pronin E. Perception and misperception of bias in human judgment. Trends Cogn Sci 2007 Jan;11(1):37-43.

8. Slater J, Green CG, Sevenhuysen G, Edginton B, O'Neil J, Heasman M. The growing Canadian energy gap: More the can than the couch? Public Health Nutr 2009 Nov;12(11):2216-2224.

9. Miller PE, Reedy J, Kirkpatrick SI, Krebs-Smith SM. The United States food supply is not consistent with dietary guidance: Evidence from an evaluation using the Healthy Eating Index-2010. J Acad Nutr Diet 2015 Jan;115(1):95-100.

10. Howlett E, Burton AS, Bates K, Huggins K. Coming to a restaurant near you? Potential customer responses to nutrition information disclosure on menus. Journal of Consumer Research 2009;36(3):494-503.

11. Harnack LJ, French SA, Oakes JM, Story MT, Jeffery RW, Rydell SA. Effects of calorie labeling and value size pricing on fast food meal choices: Results from an experimental trial. Int J Behav Nutr Phys Act 2008 Dec 5;5:63.

12. Seymour JD, Yaroch AL, Serdula M, Blanck HM, Khan LK. Impact of nutrition environmental interventions on point-of-purchase behavior in adults: A review. Prev Med 2004 Sep;39 Suppl 2:S108-36.

13. Eertmans A, Baeyens F, & Van den Bergh, O. Food likes and their relative importance in human eating behavior: Review and preliminary suggestions for health promotion. Health Education Research 2001;16(4):443-456.

14. Elinder LS, Jansson M. Obesogenic environments – aspects on measurement and indicators. Public Health Nutr 2008;12(3):307-315.

15. French SA. Pricing effects on food choices. J Nutr 2003 Mar;133(3):841S-843S.

16. Story M, Kaphingst KM, Robinson-O'Brien R, Glanz K. Creating healthy food and eating environments: Policy and environmental approaches. Annu Rev Public Health 2008;29:253-272.

17. Vermeer WM, Alting E, Steenhuis I, Seidell JC. Value for money or making the healthy choice: The impact of proportional pricing on consumers' portion size choices. Eur J Public Health 2009 July 8.

18. Block JP, Chandra A, McManus KD, Willett WC. Point-of-purchase price and education intervention to reduce consumption of sugary soft drinks. Am J Public Health 2010 Aug;100(8):1427-1433.

19. Devine CM, Nelson JA, Chin N, Dozier A, Fernandez ID. "Pizza is cheaper than salad": Assessing workers' views for an environmental food intervention. Obesity (Silver Spring) 2007 Nov;15 Suppl 1:57S-68S.

20. Krukowski RA, Harvey-Berino J, Kolodinsky J, Narsana RT, Desisto TP. Consumers may not use or understand calorie labeling in restaurants. J Am Diet Assoc 2006 Jun;106(6):917-920.

21. Duffey KJ, Popkin BM. Energy density, portion size, and eating occasions: Contributions to increased energy intake in the United States, 1977-2006. PLoS Med 2011 Jun;8(6):e1001050.

22. Steenhuis IH, Vermeer WM. Portion size: Review and framework for interventions. Int J Behav Nutr Phys Act 2009 Aug 21;6:58.

23. Rolls BJ, Roe LS, Meengs JS. Larger portion sizes lead to a sustained increase in energy intake over 2 days. J Am Diet Assoc 2006 Apr;106(4):543-549.

24. Harris JL, Bargh JA, Brownell KD. Priming effects of television food advertising on eating behavior. Health Psychol 2009 Jul;28(4):404-413.

25. Canadian Council of Food and Nutrition. Tracking nutrition trends VII. 2008.

26. Garriguet D. Diet quality in Canada. Health Rep 2009 Sep;20(3):41-52.

27. Health Canada. Eating Well with Canada's Food Guide. 2007.

28. Garriguet,D. Nutrition: Findings from the Canadian Community Health Survey 2004. Overview of Canadians' eating habits. Statistics Canada. 2004.

29. Brown RP, Tamborski M, Wang X, Barnes CD, Mumford MD, Connelly S, et al. Moral credentialing and the rationalization of misconduct. Ethics Behav 2011;21(1):1-12.

30. Merritt AC, Effron, D.A.,Monin,B. Moral self-licensing: When being good frees us to be bad. . Social and Personality Compass 2010;4:344-357.

31. Kronick I, Knauper B. Temptations elicit compensatory intentions. Appetite 2010 Apr;54(2):398-401.

32. Bublitz MG, Peracchio LA, Block LG. Why did I eat that? Perspectives on food decision making and dietary restraint. Journal of Consumer Psychology 2010;20:239-258.

33. Church TS, Martin CK, Thompson AM, Earnest CP, Mikus CR, Blair SN. Changes in weight, waist circumference and compensatory responses with different doses of exercise among sedentary, overweight postmenopausal women. PLoS One 2009;4(2):e4515.

34. King NA, Horner K, Hills AP, Byrne NM, Wood RE, Bryant E, et al. Exercise, appetite and weight management: Understanding the compensatory responses in eating behaviour and how they contribute to variability in exercise-induced weight loss. Br J Sports Med 2012 Apr;46(5):315-322.

35. Dimmock JA, Guelfi KJ, West JS, Masih T, Jackson B. Does Motivation for Exercise Influence Post-Exercise Snacking Behavior? Nutrients 2015 Jun 15;7(6):4804-4816.

36. Wansink B, van Ittersum K, Painter JE. How descriptive food names bias sensory perceptions in restaurants. Food Quality and Preference 2005;16:393-400.

37. Chandon P, Wansink B. The biasing health halos of fast-food restaurant health claims: Lower calorie estimates and higher side-dish consumption intentions. Journal of Consumer Research 2007 October 2007;34:301-314.

38. O'Brien R, Hunt K, Hart G. 'The average Scottish man has a cigarette hanging out of his mouth, lying there with a portion of chips': Prospects for change in Scottish men's constructions of masculinity and their health-related beliefs and behaviours. Crit Public Health 2009 Sep;19(3-4):363-381.

39. Robertson S. 'Not living life in too much of an excess': Lay men understanding health and well-being. Health (London) 2006 Apr;10(2):175-189.

40. McFerran B, Mukhopadhyay A. Lay theories of obesity predict actual body mass. Psychol Sci 2013 Jun 5.

41. Vartanian LR, Herman CP, Wansink B. Are we aware of the external factors that influence our food intake? Health Psychol 2008 Sep;27(5):533-538.

42. McFerran B, Dahl DW, Fitzsimons GJ, Morales AC. I'll have what she's having: Effects of social influence and body type on the food choices of others. Journal of Consumer Research 2010;36.

43. Ball K, Jeffery RW, Abbott G, McNaughton SA, Crawford D. Is healthy behavior contagious: Associations of social norms with physical activity and healthy eating. Int J Behav Nutr Phys Act 2010 Dec 7;7:86.

44. Herman CP, Roth DA, Polivy J. Effects of the presence of others on food intake: A normative interpretation. Psychol Bull 2003;129(6):873-886.

45. Pachucki MA, Jacques PF, Christakis NA. Social network concordance in food choice among spouses, friends, and siblings. Am J Public Health 2011 Nov;101(11):2170-2177.

46. Young ME, Mizzau M, Mai NT, Sirisegaram A, Wilson M. Food for thought. What you eat depends on your sex and eating companions. Appetite 2009 Oct;53(2):268-271.

47. Kemp E, Bui M, Grier S. Eating their feelings: Examining emotional eating in at-risk-groups in the United States. J Consum Policy 2011;34:211-229.

48. Hermans RC, Lichtwarck-Aschoff A, Bevelander KE, Herman CP, Larsen JK, Engels RC. Mimicry of food intake: The dynamic interplay between eating companions. PLoS One 2012;7(2):e31027.

49. Exline JJ, Zell AL, Bratslavsky E, Hamilton M, Swenson A. People-pleasing through eating: Sociotrophy predicts greater eating in response to perceived social pressure. Journal of Social and Clinical Psychology 2012;31(2):169-193.

50. Hruschka DJ, Brewis AA, Wutich A, Morin B. Shared norms and their explanation for the social clustering of obesity. Am J Public Health 2011 Dec;101 Suppl 1:S295-300.

51. Mackert M, Stanforth D, Garcia AA. Undermining of nutrition and exercise decisions: Experiencing negative social influence. Public Health Nurs 2011 Sep-Oct;28(5):402-410.

52. Delormier T, Frochlich KL, Potvin L. Food and eating as social practice - understanding eating patterns as social phenomena and implications for public health. Sociology of Health & Illness 2009;31(2):215-228.

53. Cruwys T, Bevelander KE, Hermans RC. Social modeling of eating: A review of when and why social influence affects food intake and choice. Appetite 2015 Mar;86:3-18.

54. Higgs S. Social norms and their influence on eating behaviours. Appetite 2015 Mar;86:38-44.

55. Florack A, Palcu J, Friese M. The moderating role of regulatory focus on the social modeling of food intake. Appetite 2013 Oct;69:114-122.

56. Hermans RC, Larsen JK, Lochbuehler K, Nederkoorn C, Herman CP, Engels RC. The power of social influence over food intake: Examining the effects of attentional bias and impulsivity. Br J Nutr 2012 May 9:1-9.

57. Maley M, Warren BS, Devine CM. Perceptions of the environment for eating and exercise in a rural community. J Nutr Educ Behav 2010 May-Jun;42(3):185-191.

58. Quinn JM, Pascoe A, Wood W, Neal DT. Can't control yourself? Monitor those bad habits. Pers Soc Psychol Bull 2010 Apr;36(4):499-511.

59. Ifland JR, Preuss HG, Marcus MT, Rourke KM, Taylor WC, Burau K, et al. Refined food addiction: A classic substance use disorder. Med Hypotheses 2009 May;72(5):518-526.

60. Mahapatra A. Overeating, obesity and dopamine receptors. ACS Chemical Neuroscience 2010;1:396-397.

61. Lutter M, Nestler EJ. Homeostatic and hedonic signals interact in the regulation of food intake. J Nutr 2009 Mar;139(3):629-632.

62. Avena NM, Rada P, Hoebel BG. Sugar and fat bingeing have notable differences in addictive-like behavior. J Nutr 2009 Mar;139(3):623-628.

63. Zheng H, Lenard NR, Shin AC, Berthoud HR. Appetite control and energy balance regulation in the modern world: Reward-driven brain overrides repletion signals. Int J Obes (Lond) 2009 Jun;33 Suppl 2:S8-13.

64. Berthoud HR. The neurobiology of food intake in an obesogenic environment. Proc Nutr Soc 2012 Nov;71(4):478-487.

65. Hehebrand J, Albayrak O, Adan R, Antel J, Dieguez C, de Jong J, et al. “Eating addiction”, rather than “food addiction”, better captures addictive-like eating behavior. Neuroscience and Biobehavioral Reviews 2014;47:295-306.

66. Appelhans BM, Woolf K, Pagoto SL, Schneider KL, Whited MC, Liebman R. Inhibiting food reward: Delay discounting, food reward sensitivity, and palatable food intake in overweight and obese women. Obesity (Silver Spring) 2011 Nov;19(11):2175-2182.

67. Stice E, Yokum S, Blum K, Bohon C. Weight gain is associated with reduced striatal response to palatable food. J Neurosci 2010 Sep 29;30(39):13105-13109.

68. Farley TA, Baker ET, Futrell L, Rice JC. The ubiquity of energy-dense snack foods: A national multicity study. Am J Public Health 2010 Feb;100(2):306-311.

69. Miguel A, Alvaro P. The right brain hypothesis for obesity. JAMA 2007;297(16):1819-1822.

70. Heatherton TF, Wagner DD. Cognitive neuroscience of self-regulation failure. Trends Cogn Sci 2011 Mar;15(3):132-139.

71. Hagger MS, Panetta G, Leung CM, Wong GG, Wang JC, Chan DK, et al. Chronic inhibition, self-control and eating behavior: Test of a 'resource depletion' model. PLoS One 2013 Oct 17;8(10):e76888.

72. Shmueli D, Prochaska JJ. Resisting tempting foods and smoking behavior: Implications from a self-control theory perspective. Health Psychol 2009 May;28(3):300-306.

73. Muraven M, Baumeister RF. Self-regulation and depletion of limited resources: Does self-control resemble a muscle? Psychol Bull 2000 Mar;126(2):247-259.

74. Kemps E, Tiggemann M, Grigg M. Food cravings consume limited cognitive resources. J Exp Psychol Appl 2008 Sep;14(3):247-254.

75. Gailliot MT, Baumeister RF. The physiology of willpower: Linking blood glucose to self-control. Pers Soc Psychol Rev 2007;11(4):303-327.

76. Gailliot MT, Baumeister RF, DeWall CN, Maner JK, Plant EA, Tice DM, et al. Self-control relies on glucose as a limited energy source: Willpower is more than a metaphor. J Pers Soc Psychol 2007 Feb;92(2):325-336.

77. Baumeister RF, Vohs KD, Tice DM. The strength model of self-control. 2007;16(6):351-355.

78. Laurin K, Kay AC, Fitzsimons GJ. Reactance versus rationalization: Divergent responses to policies that constrain freedom. Psychol Sci 2012 Feb;23(2):205-209.

79. Magnusson RS. Case studies in nanny state name-calling: what can we learn? Public Health 2015 Aug;129(8):1074-1082.

80. Wright RE, Palmer JC. Reactance and behavioral change: Marketing healthy lifestyles. Journal of Applied Business and Conomics 2012;13(4):136-143.

81. Pavey L, Churchill S. Promoting the avoidance of high-calorie snacks: Priming autonomy moderates message framing effects. PLoS One 2014 Jul 31;9(7):e103892.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Taking the Focus Off Weight

Why Is It Important To Take The Focus Off Weight?

Weight loss is one of the most common topics of interest in workplace wellness. However, there are some concerns about promoting healthy weight and weight loss in the workplace:

- Promoting weight loss may increase the risk of developing health problems.[3,8]
- The focus on weight loss may only appeal to a small number of employees.[4-7]
- Focusing on weight loss does not guarantee that employees will be healthier.[3,8] Many individuals who are attempting to lose weight do not follow healthy eating recommendations.[3]

Focus workplace challenges on healthy behaviours such as eating more vegetables and fruit.

- Only 0.5 per cent of Canadians follow dietary recommendations and 15 per cent of Canadians are active enough to maintain good health.[29,30] However, the focus on weight can give people who have maintained a normal weight the impression that they do not need to improve their physical activity and eating behaviours.

- The focus on weight can increase stigma and anti-fat attitudes, which promotes discrimination against people who have gained weight.[9-12] This can have a negative effect on the mental health of affected individuals.[3,13-16] When people feel badly about themselves, they may be less likely to participate in health promoting behaviours such as healthy eating and physical activity.[12,14,17-19]

- The focus on weight can lead people to believe that physical activity is an appropriate way to compensate for eating less healthy food and beverages.[20] For example, eating dessert after going to the gym. People often overestimate the number of calories that they burn through physical activity and underestimate the number of calories they consume, which can lead to weight gain.[20] Also, physical activity cannot eliminate the health risks caused by not eating enough vegetables, fruit and whole grains and eating too much fat, sugar and salt.

- The effectiveness of promoting weight loss is questionable as weight loss is difficult to achieve and most people who lose weight, gain it back within one year.[4,5,21] Only five to 20 per cent of people who do lose weight maintain their weight loss. The average maintained weight loss is two to fifteen pounds after five years[21-27] Workplace based trials report a weight loss of only one kilogram, a year after the program.[28] Therefore, the risks of promoting weight loss in the workplace likely outweigh the benefits.

Weight Loss Challenges:

The popularity of television shows about weight loss may lead to requests for workplace weight loss challenges. However, in addition to the concerns about promoting weight loss in the workplace, weight loss challenges may encourage employees to lose weight by fasting, skipping meals, using weight loss supplements or following unbalanced meal plans to win the contest.

Workplaces are encouraged to promote healthy eating, physical activity, self-acceptance and overall well-being,[1-3] independent of the topic of weight. This strategy can work towards improving the health of all employees!

1. Find out if this is an issue in your workplace.

The results of your employee survey or focus group may show that people are interested in losing weight or maintaining a healthy weight. Additionally, managers or important decision-makers may feel that promoting healthy weights should be a priority for your workplace.

If the survey, focus group or meetings do not show that weight is a concern in your workplace, or if your workplace already uses an approach that does not focus on weight, move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to come up with a plan to promote health in the workplace.

Gather important decision-makers to create a plan.

Unlike healthy eating and physical activity, weight is not a behaviour. Therefore, health promotion activities should focus on behaviours people can change such as healthy eating and physical activity.

Recommended Actions for Health Promotion:

Behavioural Programs

Consider offering a health promotion program. For example, a 14-week healthy eating program may promote short-term diet improvements.[31]

Ensure that the nutrition aspects of a behavioural program are delivered by a Registered Dietitian or were developed by a Registered Dietitian.

Programs may include:[31-36] individual counselling, group counselling or technology such as the internet or smart phone applications.

Healthy Eating Challenges

Challenges can be a great way to get employees to try a new behaviour. Here are some things to think about before having a challenge in your workplace:

- Offer giveaways and prizes such as:
  - Pedometers
  - Frisbees
  - Gardening tools
  - Sunscreen
  - Hats
  - Reusable water bottles
  - Reusable shopping bags
  - Grocery lists
  - Cooking utensils
  - Healthy cookbooks

- Hold contests and challenges for at least two months to encourage employees to form new habits.[37]
- Focus on behaviour change, such as eating more vegetables, fruit or whole grains or eating less sodium or sugar.
- Educate employees about healthy living and offer skill building sessions as part of the challenge.
- Consider using an incremental award system to motivate people to take part in all the challenge activities. For example, getting a sticker for each completed activity.
- Launch the challenge with an activity or event.

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Did employees participate in the program or challenge?
- What aspects of the program or challenge were successful?
- What aspects of program or challenge were challenging?
- Were participants satisfied with the program or challenge?

See if the actions were effective.

- Did employees increase their knowledge about healthy eating as a result of the program or challenge?
- Have employees changed any behaviours as a result of the program or challenge? **Use the Sample Program (or Challenge) Evaluation Questions** for ideas to get you started.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Sample Program (or Challenge) Evaluation Questions

Question 1.

I found the program (or challenge) to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 2.

How could we improve the program (or challenge)?

Question 3.

What was the most important thing that you learned during the program (or challenge)?

Question 4.

What actions, if any, are you going to take as a result of the program (or challenge)?

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace”, available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Rothblum ED. Why a journal on fat studies? Fat Studies 2012;1:3-5.

2. Provencher V, Bégin C, Tremblay A, Mongeau L, Boivin S, Lemieux S. Short-term effects of a "health-at-every-size" approach on eating behaviors and appetite ratings. Obesity (Silver Spring) 2007;15(4):957-966.

3. Bacon L, Aphramor L. Weight science: Evaluating the evidence for a paradigm shift. Nutr J 2011 Jan 24;10:9.

4. Shay LE. A concept analysis: Adherence and weight loss. Nurs Forum 2008 Jan-Mar;43(1):42-52.

5. Burke LE, Steenkiste A, Music E, Styn MA. A descriptive study of past experiences with weight-loss treatment. JADA 2008;108(4):640-647.

6. Burke LE, Wang J, Sevick MA. Self-monitoring in weight loss: A systematic review of the literature. J Am Diet Assoc 2011 Jan;111(1):92-102.

7. Wing RR, Crane MM, Thomas JG, Kumar R, Weinberg B. Improving weight loss outcomes of community interventions by incorporating behavioral strategies. Am J Public Health 2010 Dec;100(12):2513-2519.

8. Harrington M, Gibson S, Cottrell RC. A review and meta-analysis of the effect of weight loss on all-cause mortality risk. Nutr Res Rev 2009 Jun;22(1):93-108.

9. Yoo JH. No clear winner: Effects of The Biggest Loser on the stigmatization of obese persons. Health Commun 2012 Jun 28.

10. Domoff SE, Hinman NG, Koball AM, Storfer-Isser A, Carhart VL, Baik KD, et al. The effects of reality television on weight bias: An examination of The Biggest Loser. Obesity (Silver Spring) 2012 Jan 12.

11. Linnan L, Fisher EB, Hood S. The power and potential of peer support in workplace interventions. Am J Health Promot 2013 Sep-Oct;28(1):TAHP2-10.

12. Puhl RM, Heuer CA. Obesity stigma: Important considerations for public health. Am J Public Health 2010 Jun;100(6):1019-1028.

13. Urquhart CS, Mihalynuk TV. Disordered eating in women: Implications for the obesity pandemic. Can J Diet Pract Res 2011 Spring;72(1):50.

14. Puhl RM, Heuer CA. Public opinion about laws to prohibit weight discrimination in the United States. Obesity (Silver Spring) 2011 Jan;19(1):74-82.

15. Gagnon-Girouard MP, Begin C, Provencher V, Tremblay A, Mongeau L, Boivin S, et al. Psychological impact of a "Health-at-Every-Size" intervention on weight-preoccupied overweight/obese women. J Obes 2010;2010:10.1155/2010/928097. Epub 2010 Jun 29.

16. Marshall C, Lengyel C, Utioh A. Body dissatisfaction among middle-aged and older women. Can J Diet Pract Res 2012;73(2):85.

17. Yale Rudd Center for Food Policy & Obesity. Weight bias: A social justice issue. A policy brief. 2012.

18. Major B, Eleizer D, Rieck H. The psychological weight of weight stigma. Social Psychological and Personality Science 2011 January 19, 2012 [online]:1-10.

19. Schvey NA, Puhl RM, Brownell KD. The impact of weight stigma on caloric consumption. Obesity (Silver Spring) 2011 Oct;19(10):1957-1962.

20. Kronick I, Knauper B. Temptations elicit compensatory intentions. Appetite 2010 Apr;54(2):398-401.

21. Curioni CC, Lourenco PM. Long-term weight loss after diet and exercise: A systematic review. Int J Obes (Lond) 2005 Oct;29(10):1168-1174.

22. Douketis JD, Macie C, Thabane L, Williamson DF. Systematic review of long-term weight loss studies in obese adults: Clinical significance and applicability to clinical practice. Int J Obes (Lond) 2005 Oct;29(10):1153-1167.

23. Lombard CB, Deeks AA, Teede HJ. A systematic review of interventions aimed at the prevention of weight gain in adults. Public Health Nutr 2009 Nov;12(11):2236-2246.

24. Wu T, Gao X, Chen M, van Dam RM. Long-term effectiveness of diet-plus-exercise interventions vs. diet-only interventions for weight loss: A meta-analysis. Obes Rev 2009 May;10(3):313-323.

25. Anderson JW, Konz EC, Frederich RC, Wood CL. Long-term weight-loss maintenance: A meta-analysis of US studies. Am J Clin Nutr 2001 Nov;74(5):579-584.

26. Sharma AM, Padwal R. Obesity is a sign - over-eating is a symptom: An aetiological framework for the assessment and management of obesity. Obes Rev 2010 May;11(5):362-370.

27. Ness-Abramof R, Apovian CM. Diet modification for treatment and prevention of obesity. Endocrine 2006 Feb;29(1):5-9.

28. Anderson LM, Quinn TA, Glanz K, Ramirez G, Kahwati LC, Johnson DB, et al. The effectiveness of worksite nutrition and physical activity interventions for controlling employee overweight and obesity: A systematic review. Am J Prev Med 2009 Oct;37(4):340-357.

29. Garriguet D. Diet quality in Canada. Health Rep 2009 Sep;20(3):41-52.

30. Colley RC, Garriguet D, Janssen I, Craig CL, Clarke J, Tremblay M. Physical activity of Canadian adults: Accelerometer results from the 2007 to 2009 Canadian Health Measures Survey. Health Reports 2011;22(1):1-9.

31. Jensen JD. Can worksite nutritional interventions improve productivity and profitability? A literature review. Perspectives in Public Health 2011;131(4):184-192.

32. Quintiliani L, Poulsen S, Sorensen G. Healthy eating strategies in the workplace. International Journal of Workplace Health Management 2010;3(3):182-196.

33. Houghton J, Neck C, Cooper K. Nutritious food intake: A new competitive advantage for organizations? International Journal of Workplace Health Management 2009;2(2):161-179.

34. Mhurchu CN, Aston LM, Jebb SA. Effects of worksite health promotion interventions on employee diets: A systematic review. BMC Public Health 2010;10:62.

35. Steyn NP, Parker W, Lambert EV, Mchiza Z. Nutrition interventions in the workplace: Evidence of best practice. South African Journal of Clinical Nutrition 2009;22(3):111-117.

36. Greaves CJ, Sheppard KE, Abraham C, Hardeman W, Roden M, Evans PH, et al. Systematic review of reviews of intervention components associated with increased effectiveness in dietary and physical activity interventions. BMC Public Health 2011 Feb 18;11:119.

37. Lally P, Van Jaarsveld CHM, Potts HWW, Wardle J. How habits are formed: Modelling habit formation in the real world. Eur J Soc Psychol 2010;40:998-1009.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Working With Health Promotion Organizations

Why Work With Credible, Evidence-Based Health Promotion Organizations?

Workplaces often distribute information developed by external health promotion organizations, such as pamphlets or websites. External health promotion organizations are often invited to educate employees during health fairs and lunch and learns.

In Ontario, anyone can legally provide information about healthy eating. Unless the person providing information about healthy eating is a Registered Dietitian, there is no way to guarantee that the information that is being provided is credible or evidence-based.

It is important to ensure that people who give information about healthy eating in your workplace are qualified professionals.

For more information on Registered Dietitians, see the Workplace Nutrition Advisory Group's YouTube site: https://youtu.be/PzrgWk1WVSw.

1. Find out if this is an issue in your workplace.

Observations

Take a look at the healthy eating information that you are providing to employees. Look at the credentials of the health promoters who are currently providing healthy eating information in your workplace.

If healthy eating information is not currently provided by a Registered Dietitian, make a plan to address this issue.

If your workplace currently works with health promotion organizations that have Registered Dietitians to write materials or to provide information directly to employees, then move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to come up with a plan to ensure health professionals are qualified to provide healthy eating information.

Gather important decision-makers to create a plan to provide credible healthy eating information for employees.

Recommended Actions:

If you are not sure if a nutrition professional is a Registered Dietitian, you can check the **Register of Dietitians** at the **College of Dietitians of Ontario**: https://www.collegeofdietitians.org/

To find a list of Registered Dietitians in your area, use the **Find a Dietitian** feature on the **Dietitians of Canada** website: http://www.dietitians.ca/Your-Health/Find-A-Dietitian/Find-a-Dietitian.aspx

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks Communication Services of the Haldimand-Norfolk Health Unit for the design of this factsheet.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Food Skills for Employees

Why Provide Food Skills Education in the Workplace?

Ongoing credible, food skills education can give employees skills to buy, grow and cook healthy food.

Food Skills include:

- Label reading
- Meal planning
- Food budgeting
- Cooking skills
- Gardening skills

Addressing Food Skills Education

1. Find out if this is an issue in your workplace.

Use the **Sample Survey Questions** as a guide to create questions for an employee survey, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Use the results of the employee survey to identify the education opportunities that employees would like to have.

If the assessment shows that employees feel that they need food skills education plan actions that can address this issue.

If there are no concerns related to food skills education in your workplace, move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to offer food skills education.

Gather important decision-makers to create a plan to offer credible food skills education in your workplace.

Recommended Actions for Food Skills:

Provide employees with opportunities to learn skills from a Registered Dietitian.

Look for nutrition related skill building opportunities offered by credible sources such as: In-Store Registered Dietitians, Community Centres, Community Health Centres, Public Health or Registered Dietitians in Private Practice.

Cooking

There are many opportunities in the community for employees to learn cooking skills. Ideally the focus should be on healthy cooking techniques with a focus on the principles of Canada's Food Guide. (Some In-Store Registered Dietitians offer cooking classes).

Gardening

People who garden often report that they eat more vegetables and fruit.[1] Additionally, working in a garden can lower stress and provide employees with a chance to be active.[1,2]

Gardening skills can be taught onsite through a workplace garden. A workplace garden can also provide local food for your workplace cafeteria or you can donate fresh vegetables and fruit to a food bank or other community group.

Employees may also have opportunities to learn how to garden in your community through community gardens or classes offered by a community college or a community centre.

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Ask participants if they were satisfied with the food skills education session. See the **Sample Food Skills Education Evaluation Questions** for examples.

See if the actions were effective.

- Use the **Sample Survey Questions** as a guide to ask employees if they have skill building needs that have not been addressed.
- Complete the Food Skills section of the **Healthy Eating in the Workplace Checklist** on a regular basis to ensure your workplace to offer education opportunities for employees.
- At the end of each education session ask participants questions to see if there has been a change in knowledge. See the **Sample Healthy Food Skills Education Evaluation Questions** for examples.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Sample Food Skills Education Evaluation Questions

Ask the employees for feedback about the session.

Question 1.

I found the overall workshop to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 2.

I found the handouts to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 3.

I found the activities to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 4.

How could we improve the session?

Ask the employees about the effectiveness of the session.

Question 5.

What was the most important thing that you learned during this session?

Question 6.

What actions, if any, are you going to take as a result of this session?

Question 7.

What would you like to know more about?

Question 8.

On a scale of 1 to 10, please rate your knowledge level on [topic].

	Basic → **Very High**									
	1									**10**
My level of knowledge on [topic] **BEFORE** this presentation was:	1	2	3	4	5	6	7	8	9	10
My level of knowledge on [topic] **AFTER** this presentation was:	1	2	3	4	5	6	7	8	9	10

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. McCormack LA, Laska MN, Larson NI, Story M. Review of the nutritional implications of farmers' markets and community gardens: A call for evaluation and research efforts. J Am Diet Assoc 2010 Mar;110(3):399-408.

2. Van Den Berg AE, Custers MHG. Gardening promotes neuroendocrine and affective restoration from stress. Journal of health Psychology 2011;16(1):3-11.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Offering Education to Family Members

Why Offer Healthy Eating Education to Employee's Family Members?

Employees may not be responsible for their household shopping and food preparation. It may be helpful to provide education to family members so they have the skills and knowledge to provide healthy food at home.[1-3]

This can result in lower workplace health care costs.[4]

Addressing Education for Family Members

1. Find out if this is an issue in your workplace.

Employee Survey

Use the **Sample Survey Questions** as a guide to create questions for an employee survey, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Use the results of the employee survey to identify ways to involve family members in healthy eating education. If the assessment shows that family members are interested in attending education opportunities in the workplace, plan actions that can address this issue.

If there is no interest, move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to come up with a plan to involve family members in education opportunities.

Gather important decision-makers to create a plan.

You may need to check with security, human resources or your legal department if you are bringing family members onto your worksite.

Recommended Actions:

When planning healthy eating education opportunities in your workplace look for ways to involve employee's family members.

Consider the most effective way to tell employees about the learning opportunities for their family members.

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Did family members attend education sessions?
- Is the information provided to family members relevant to them?
- What aspects of offering education to family members were successful?
- What aspects of offering education to family members were challenging?
- Were participants satisfied with the education?

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace”, available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Gruber KJ, Haldeman LA. Using the family to combat childhood and adult obesity. Prev Chronic Dis 2009 Jul;6(3):A106.

2. Quintiliani L, Poulsen S, Sorensen G. Healthy eating strategies in the workplace. International Journal of Workplace Health Management 2010;3(3):182-196.

3. Mackert M, Stanforth D, Garcia AA. Undermining of nutrition and exercise decisions: Experiencing negative social influence. Public Health Nurs 2011 Sep-Oct;28(5):402-410.

4. Sepulveda MJ, Tait F, Zimmerman E, Edington D. Impact of childhood obesity on employers. Health Aff (Millwood) 2010 Mar-Apr;29(3):513-521.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Workplace Social Support

Why Encourage Social Support in the Workplace?

Peer support allows people to share similar lived experiences and provide advice and encouragement to one another.[1-5] Attending an ongoing peer support group may help motivate employees to meet their personal healthy eating goals.[2,3,5]

"Peer support interventions may contribute to a workplace culture where people care for each other and support each other"[5]

Educating employees about changing personal healthy eating behaviours may be frustrating if tempting food and beverages are available in the workplace.[6] Ideally, interventions that promote healthy eating in the workplace should be implemented along with positive changes to the workplace food environment (i.e., food sold in cafés, cafeterias, vending machines and tuck shops, as well as, food offered during meetings, celebrations and workplace events).

Addressing Workplace Social Support

1. Find out if this is an issue in your workplace.

Employee Survey

Use the **Sample Survey Questions** as a guide to create questions for an employee survey, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Use the results of the employee survey to identify opportunities to create a social support group in the workplace.

If the assessment shows that employees feel that they need a formal or informal group for social support, plan actions that can address this issue.

If there are no concerns related to social support in your workplace move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to promote social support.

Gather important decision-makers to create a plan to promote social support in your workplace.

Recommended Actions:

Workplaces are encouraged to offer support groups that are relevant for all employees. A group should help individuals succeed in maintaining healthy behaviour changes by:

- Tailoring the group to the needs and interest of the employees.
- Promoting healthy eating habits such as eating more vegetables and fruit, whole grains, legumes, eating fewer “Foods to Limit”, etc.
- Providing opportunities for skill building such as healthy cooking, gardening, label reading, self-monitoring and goal setting.
- Ensuring the nutrition information shared in the group is from a credible, evidence-based source (i.e., it has been written by a Registered Dietitian).
- Providing an opportunity to share experiences living with a health condition (e.g., diabetes, heart disease, etc.).[4,5]

Communication

Consider the most effective way to tell employees and managers about the group, such as:

- Having wellness champions personally invite employees to join the group.
- Advertising in high traffic areas such as washrooms, employee entrances, kitchens, cafeterias, advertising the group in newsletters or on the web portal.
- Inviting participants to bring a friend.

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Do people attend the group?
- Is the nutrition information provided to employees relevant to them?
- What aspects of the group are successful?
- What aspects of the group are challenging?
- Are participants satisfied with the group?

See if the actions were effective.

- Use the **Sample Survey Questions** as a guide to ask employees if they have support needs that have not been addressed.
- Have employees made any changes to their health behaviours as a result of the group. See the **Sample Evaluation Questions for Group Participants** for ideas to get you started.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Sample Evaluation Questions for Group Participants

Question 1.

I find the peer group to be useful.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 2.

I feel more support at work since joining the group.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 3.

I have met my personal health goals as a result of joining the group.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Agree
- ☐ Strongly Agree

Question 4.

How could we improve the group?

Question 5.

Please describe any changes you have made since joining the group.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace”, available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Levy RL, Finch EA, Crowell MD, Talley NJ, Jeffery RW. Behavioral intervention for the treatment of obesity: Strategies and effectiveness data. Am J Gastroenterol 2007 Oct;102(10):2314-2321.

2. Rigsby A, Gropper DM, Gropper SS. Success of women in a worksite weight loss program: Does being part of a group help? Eat Behav 2009 Apr;10(2):128-130.

3. Shay LE. A concept analysis: Adherence and weight loss. Nurs Forum 2008 Jan-Mar;43(1):42-52.

4. Dale JR, Williams SM, Bowyer V. What is the effect of peer support on diabetes outcomes in adults? A systematic review. Diabet Med 2012 Nov;29(11):1361-1377.

5. Linnan L, Fisher EB, Hood S. The power and potential of peer support in workplace interventions. Am J Health Promot 2013 Sep-Oct;28(1):TAHP2-10.

6. Kwak L, Kremers SP, Visscher TL, van Baak MA, Brug J. Behavioral and cognitive effects of a worksite-based weight gain prevention program: The NHF-NRG in balance-project. J Occup Environ Med 2009 Dec;51(12):1437-1446.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Section 6

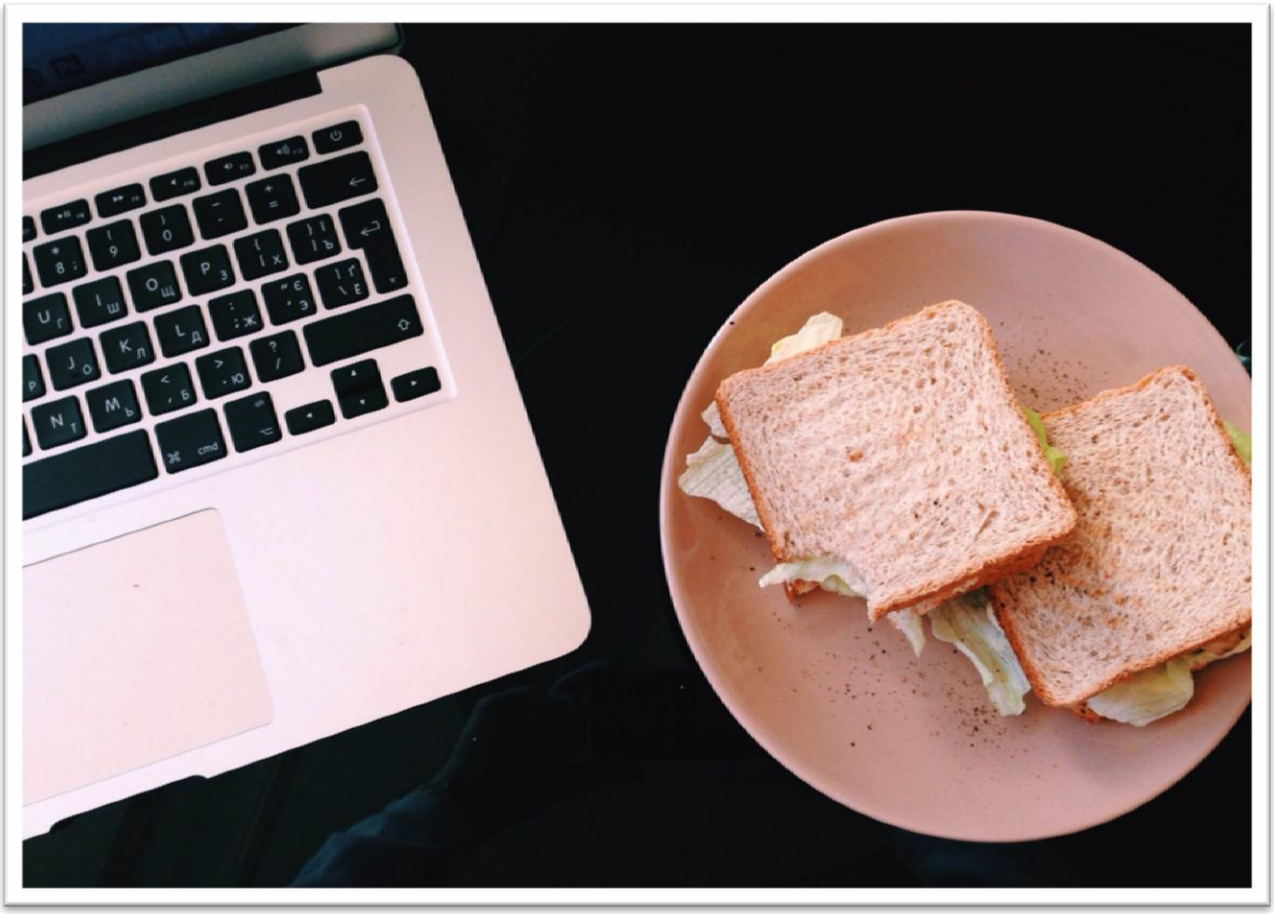
Eating Area

Safe and Pleasant Eating Areas

Why Offer an Eating Area in the Workplace?

Taking a break from work is important to help employees cope with work stress.[1] Time away from work during meal breaks can allow employees to engage in activities that help them reenergize, which can help to reduce fatigue and negative emotions.[2,3] For some, this means relaxing alone, while others may be reenergized by socializing or exercising.[2]

Providing a comfortable place to eat can encourage employees to take their lunch breaks away from their work area and enjoy a healthy meal at work.



As many as one third of workers eat lunch at their desks.[2]

Addressing Workplace Eating Areas

1. Find out if this is an issue in your workplace.

Complete the section on Eating Areas in the **Healthy Eating in the Workplace Checklist** and ask questions on an employee survey to find out if they need anything to create a clean and attractive eating area. See the **Sample Survey Questions** for ideas to get you started.

If the assessment shows that employees already have a safe and pleasant eating area that is away from their work area, move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee and any relevant decision makers to address eating areas in the workplace

Gather important decision makers such as committee members, managers and a representative from facilities (if applicable) to create a plan.

Recommended Actions for Indoor Eating Areas:

- Employees have a space away from their work area to enjoy meal breaks.
- The eating area has enough seating for everyone to enjoy their meal.
- The seating available in the eating area is suitable for all body types.
- The eating area is kept clean. If there is not a staff person assigned to this task then expected employee behaviours should be posted in the eating area. For example, “please clean the table once you are finished your meal”.
- The eating area is nicely decorated.
- The eating area is in good repair. For example, there is no flaking paint, chipped flooring and the tables and chairs are in good condition.
- Pest proof bins are available in the eating area for recycling, waste and organics (if applicable in your geographical area).

Recommended Actions for Outdoor Eating Areas:

If your workplace has an outdoor eating area, it is important to provide shade. Eating lunch outdoors during the warmer months without access to shade, can contribute to the risk of developing skin cancer.[4] The shade that you provide can be natural or artificial; as long as it provides protection from the sun at the time employees have their meal breaks. This is especially important during meal breaks that occur during peak periods when the sun's radiation is strongest. For example, meal breaks between 12:00 and 1:00.[4]

Provide pest proof bins for recycling, waste and organics (if applicable in your geographic area).

Once the committee has decided on the actions that it wants to take, the committee must also consider the time and financial resources that will be needed to implement these changes.

Establish a Timeline

Create a timeline for each action that you plan to address. Figure out what needs to be done and set a date for when it needs to be completed.

Establish a Budget

Consider the resources that will be needed to complete the actions. Make the case to managers and decision makers to get funding.

Communication

If the workplace is making changes the physical set up of the eating area(s) in the workplace, consider the most effective way to tell employees and managers about changes in your workplace. This may include announcements at team meetings, email, newsletter article, webpage article, paystub attachments, bulletin boards, etc.

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Did the contractors complete the work on time and within the budget?

See if the actions were effective.

- Survey employees regarding their satisfaction with changes to the eating area. See the **Sample Survey Questions** for ideas to get you started.
- Complete the Eating Areas section of the **Healthy Eating in the Workplace Checklist** on a regular basis to ensure the workplace continues to provide a clean and well maintained eating area.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. de Bloom J, Kinnunen U, Korpela K. Exposure to nature versus relaxation during lunch breaks and recovery from work: Development and design of an intervention study to improve workers' health, well-being, work performance and creativity. BMC Public Health 2014 May 22;14:488-2458-14-488.

2. Trougakos JP, Hideg I, Cheng BH, Beal DJ. Lunch breaks unpacked: The role of autonomy as a moderator of recovery during lunch. Academy of Management Journal 2014;57(2):405-421.

3. Fritz C, Ellis AM, Demsky CA, Lin BC, Guros F. Embracing work breaks: Recovering from work stress. Organizational Dynamics (2013) 42, 274—280 2013;42(4):274-280.

4. Milon A, Bulliard JL, Vuilleumier L, Danuser B, Vernez D. Estimating the contribution of occupational solar ultraviolet exposure to skin cancer. Br J Dermatol 2014 Jan;170(1):157-164.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Section 7

Equipment

Equipment for Preparing and Storing Food

Why is it Important to Provide Equipment to Store and Prepare Food in the Workplace?

Having equipment that enable employees to store and prepare food from home can encourage employees to bring their own meals and snacks to work.

Employees who bring food from home tend to have higher quality diets than individuals who purchase food away from home.[1]

Addressing Meal Storage and Preparation Equipment

1. Find out if this is an issue in your workplace.

Ask employees questions on an employee survey to find out if they need any equipment to enable them to store and prepare meals and stacks at work. See the **Sample Survey Questions** for ideas to get you started.

If the assessment shows that employees have enough food storage and preparation equipment, move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to address food storage and preparation equipment

Gather important decision-makers such as committee members, social committee and managers and a representative from facilities (if applicable) to create a plan.

Recommended Actions for Meal Storage and Preparation Equipment:

- Give employees access to food storage and preparation equipment such as refrigerator, freezer, microwave, toaster oven, toaster, oven, kettle, sink, dish soap, etc.
- Provide a sink and cleaning supplies to clean dishes (soap, scrub brush, etc.).
- Post expected behaviours in the eating areas such as clean up information, how to use equipment, where to place dirty dishes, etc.
- Ensure tap water is available for drinking.

Once the committee has decided what actions to take, consider the time and financial resources that will be needed to implement these changes.

Establish a Timeline

Create a timeline for each item. Clearly identify what needs to be done, who will be responsible and set a date for when it needs to be completed.

Establish a Budget

Consider the resources that will be needed to install the equipment. Make the case to managers and decision-makers to get funding.

Communication

If your workplace is adding equipment to store and prepare food, consider the most effective way to tell employees and managers about changes in your workplace. This may include announcements at team meetings, email, newsletter article, webpage article, paystub attachments, bulletin boards, etc.

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Was equipment was installed as planned?
- Did the contractors complete the work within the budget?

See if the actions were effective.

- Are employees using the workplace facilities to store and prepare food?
- Survey employees to find out if they need any other equipment to store or prepare food.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace”, available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. McGuire M, Todd JE, Mancino L, Lin B. The impact of food away from home on adult diet quality. Adv Nutr 2010;2:442-443.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Section 8

Meal Breaks

Meal Breaks

Why is it Important to Address Meal Breaks?

Employees need enough time during the work day to purchase or prepare food and sit comfortably in order to eat a healthy meal.

When employees have an opportunity to eat regularly, it can positively affect both health and productivity.[1-3] Having a mental break from work is important to reenergize employees,[4,5] which helps them to reduce negative emotions[4,5] and cope with work stress.[6] Having enough time for a healthy meal may also help some individuals living with chronic health conditions, such as diabetes, to manage their condition.

Heavy work loads,[1,7] work pressures,[1,8] a work culture that expects people to be at their desks through their meal breaks[8] or a workplace that rewards people for working through meal breaks[1] can make it difficult for employees to find time to eat a healthy meal. One study found that half of employees reported that their workload prevented them from taking a lunch break.[4]

Addressing Meal Breaks

1. Find out if this is an issue in your workplace.

Employee Survey

Ask employees questions to determine if they feel that they have enough time to eat during the work day. See the **Sample Survey Questions** for ideas to get you started.

If the assessment shows that employees are not taking their meal breaks or do not feel that they have enough time to eat a healthy meal, plan actions to address this issue.

If the assessment shows that employees have enough time to eat a healthy meal, move on to another item on the **Healthy Eating in the Workplace Checklist**.

2. Work with the committee that addresses wellness and any relevant decision-makers to address meal breaks

Gather important decision-makers such as wellness committee members, managers and unions (if applicable) to create a plan to increase the time employees have for their meal break.

Recommended Actions to Address Meal Breaks:

- Address scheduling issues with supervisors.
- Ensure employees are not rewarded for working through their meal break.
- Ask managers to be role models by taking meal breaks.
- Actively encourage employees to take meal breaks.

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Are employees, supervisors and managers aware that employees are entitled to a 30 minute meal break?

See if the actions were effective.

- Do employees feel that they have enough time to take a meal break?
- Are employees taking their meal breaks?
- If employees are not taking their meal breaks, use various communication methods to find out why this is happening.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Pridgeon A, Whitehead K. A qualitative study to investigate the drivers and barriers to healthy eating in two public sector workplaces. J Hum Nutr Diet 2013 Feb;26(1):85-95.

2. Lemaire JB, Wallace JE, Dinsmore K, Lewin AM, Ghali WA, Roberts D. Physician nutrition and cognition during work hours: Effect of a nutrition based intervention. BMC Health Serv Res 2010;10:241.

3. Lemaire JB, Wallace JE, Dinsmore K, Roberts D. Food for thought: An exploratory study of how physicians experience poor workplace nutrition. Nutr J 2011 Feb 18;10(1):18-2891-10-18.

4. Trougakos JP, Hideg I, Cheng BH, Beal DJ. Lunch breaks unpacked: The role of autonomy as a moderator of recovery during lunch. Academy of Management Journal 2014;57(2):405-421.

5. Fritz C, Ellis AM, Demsky CA, Lin BC, Guros F. Embracing work breaks: Recovering from work stress. Organizational Dynamics (2013) 42, 274—280 2013;42(4):274-280.

6. de Bloom J, Kinnunen U, Korpela K. Exposure to nature versus relaxation during lunch breaks and recovery from work: Development and design of an intervention study to improve workers' health, well-being, work performance and creativity. BMC Public Health 2014 May 22;14:488-2458-14-488.

7. Leslie JH, Braun KL, Novotny R, Mokuau N. Factors affecting healthy eating and physical activity behaviors among multiethnic blue- and white-collar workers: a case study of one healthcare institution. Hawaii J Med Public Health 2013 Sep;72(9):300-306.

8. Payne N, Jones F, Harris PR. Employees' perceptions of the impact of work on health behaviours. J Health Psychol 2013 Jul;18(7):887-899.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Section 9

Food Sold in the Workplace

Fundraising for External Charitable Causes

Why is it Important to Address External Fundraising?

Raising money for worthwhile causes in the community can help employees feel a sense of belonging and increase their feelings of self-worth.[1] These activities can be an important part of creating a positive workplace culture.

However, it is important that workplace actions are consistent with workplace health promotion efforts by ensuring that efforts to improve the community also align with healthy eating messages.

Some fundraising activities in your workplace may not align with health promotion messages. For example, workplaces may sell candy, baked goods, salty snacks, pizza or hotdogs to raise money. They may use gift cards for alcohol or restaurants as an incentive to give to charity. They may raffle off gift baskets of alcohol or candy. They may hold charity events that offer alcohol and indulgent food. They may hold a physical activity event that ends at a restaurant.

All of these activities lead to eating patterns that are not consistent with health promotion messages. Over time, this type of fundraising may increase the risk of developing nutrition-related chronic conditions.

Addressing External Fundraising

1. Find out if this is an issue in your workplace

Observations

Take a look around to see if your workplace currently sells less healthy food as a way to raise money for an external charitable cause.

If your workplace does not raise money or does not use food to raise money for external charitable causes, then move on to another item on the **Healthy Eating in the Workplace Checklist.**

2. Work with the committee that addresses wellness and any relevant decision-makers to address fundraising for external charitable causes.

Identify decision-makers who might be helpful in choosing the appropriate actions. This may include: employees, social committee, management and external groups such as a representative from a charitable organization.

Recommended Actions to Address External Fundraising:

Identify Goals

Think about what the goal is for the fundraiser and who will be needed to make it a success. Will there be competition from any other workplace fundraisers?

Identify Resources Needed

Think about how many people will be needed and how you will assign the work. Consider if you will be recognizing volunteers or top fundraisers for their work. For example, in-kind donations, thank-you cards, prizes, promotional buttons, etc.

Plan for expenses such as materials, prizes, promotional items and transportation and identify who will pay for the upfront expenses related to the fundraiser.

Establish a Timeline

Create a timeline that outlines what needs to be done and set a date for when it needs to be completed. For example:

Think about the timing of the fundraiser. Will it take place, during or after work? Will it happen on one day, during a particular month or all year long?

Involve Employees

Ideally, fundraisers should avoid selling food or beverages to employees. Ask employees for some ideas for non-food fundraisers ideas. Consider whether the suggestions are realistic for your workplace. Choose activities that are fun, creative, engaging and consistent with health promotion messages.

Example ideas:

- Wearing a bracelet, ribbon or sticker to support a cause
- Having a casual dress day
- Requesting an entry fee to an event
- Selling 50/50 tickets
- Having a physical activity event

Using Food and Beverages as a Fundraising Tool

If your workplace does choose to sell food, choose food and beverages that meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.*

*The **Nutrition Standards for Workplaces©** are available from www.osnpph.on.ca/workplace-nutrition-advisory-group.

Communication

If the workplace is making changes to fundraising activities, consider the most effective way to tell employees and managers about changes in your workplace. This may include announcements at team meetings, email, newsletter article, webpage article, paystub attachments, bulletin boards, etc.

How will you know if your plan is successful?

Think about the type of information that you will need to be able to tell if the actions were effective.

See if the actions that were planned were completed.

- Did volunteers do what they were expected to do?
- Was the fundraiser completed within budget?
- Did suppliers meet time and financial needs?

See if the actions that were taken were effective.

- Did the fundraiser make as much money as expected?

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Turning the Actions into a Policy

The actions suggested in this factsheet provide information on how to implement healthy fundraising strategies in your workplace. This creates a workplace where healthy food choices are easier to make.

However, without a policy, there is no way to ensure that people will continue to fundraise without selling less healthy food in the future.

What is a Policy?

A policy is a written and enforceable document that outlines expected behaviour for employees as well as who is responsible for enforcing the policy.

Create a Fundraising Policy

Workplaces can create a policy that outlines acceptable fundraising practices in the workplace.

For example, the policy can specify that food is not to be used to raise funds for the workplace.

Alternatively, if food or beverages are used to raise money, they must meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©** available from www.osnpph.on.ca/workplace-nutrition-advisory-group.

For more information on creating a fundraising policy visit: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace”, available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Hawkins C, O’Garro MA, Wilmsett K. Engaging employers to develop healthy workplaces: The Workwell Initiative of steps to a healthier Washington in Thurston County. Prev Chronic Dis 2009;6(2):1-7.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Fundraising for Internal Causes

Why is it Important to Address Internal Fundraising?

Fundraising for a cause in the workplace can provide a sense of belonging, increase self-worth and fulfillment.[1]

Sometimes workplace fundraisers create mixed messaging. For example, your workplace may promote healthy eating messages but may also sell alcohol or less healthy food to raise money. Carefully planned fundraisers can support the health and wellness of employees!

Internal workplace fundraisers benefit individuals or groups in the workplace.

For information in fundraisers that benefit organizations or causes outside the workplace, see the **Fundraising for External Charitable Causes** factsheet, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Addressing Internal Fundraising

1. Find out if this is an issue in your workplace.

Look around to see if your workplace currently sells less healthy food as a way to raise money. This also includes raffle prizes such as restaurant gift cards, gift baskets that contain less healthy food or alcohol.

If your workplace doesn't raise money or does not use food to raise money for internal fundraising, then move on to another item on the **Healthy Eating in the Workplace Checklist.**

2. Work with the committee that addresses health and any relevant decision-makers to address fundraising for internal causes.

Identify decision-makers who might be helpful in choosing the appropriate actions. This may include members of the committee, employees, social committee, managers and product suppliers.

Think about what the goal is for the fundraiser and who will be needed to make it a success.

Recommended Actions to Address Workplace Fundraising:

- Ask employees for some ideas for non-food fundraisers ideas. Consider whether the suggestions are realistic for your workplace.
- Choose activities that are fun, creative, engaging and consistent with health promotion messages. Ensure that your fundraiser does not cause any unintended harm.
- If possible, avoid selling any food or beverages as a fundraising tool.

  If your workplace chooses to sell food, choose food and beverages that meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.* The **Nutrition Standards for Workplaces©** are available from www.osnpph.on.ca.

Example Fundraising Ideas:

Social Activities

- Guess the number of items in a jar (e.g., paper clips, buttons, etc.)
- Car wash
- Coin drive
- Movie night
- Raffle*
- Dress-down or dress-up day
- Head shaving/moustache growing
- Bingo
- Dance
- Board game night
- Karaoke
- Garage sale
- Auction

Crafts, Gifts and Other Items

- Home décor (e.g., candles, picture frames, etc.)
- Craft sale
- Magazines and books
- Calendars
- Wrapping paper and greeting cards
- Kitchenware
- Beauty and hygiene products
- Holiday decorations
- Jewellery

Sponsorship Opportunities

- Walk-a-thon or cycling challenge
- Stair climbing challenge
- Basketball shootout

"Pay to Play" Opportunities

- Sport tournament (e.g., golf, hockey, baseball, ping pong, etc.)
- Mini-golf challenge
- Discount vouchers for sporting events
- Bowling night
- Fun run

Workplace Promotional Items

- Calendars
- Clothing (e.g., t-shirts, jackets, Ultraviolet Protection Factor (UPF) of 50+ shirts, sun protection hats, etc.)
- Desk-ware (e.g., pens, clocks, portfolios, etc.)
- Water bottles, lunch bags, etc.

Gardening Items

- Bulbs, plants, vegetable seeds, flowers, shade trees, and dwarf fruit trees
- Gloves and gardening tools
- Watering cans, garden sprayers, hoses, etc.
- Manure, mulch, straw, wood chips, etc.

Kits

- Dental Kit (e.g., toothpaste, toothbrush or floss kit)
- Sun Protection Kit (e.g., wide brimmed hat, sunglasses, umbrella, etc.)
- First aid kit for handbag, schoolbag or glove-box

Other ideas

- Day off with pay
- Direct donation from employee to a particular charitable cause

Establish a Timeline

Create a timeline for each action that you plan to address. Figure out what needs to be done and set a date for when it needs to be completed.

- When will the fundraiser take place? For example, during work or after hours, during a particular month?
- How long will the fundraiser be? For example, one day, short-term, on-going or seasonal?
- How much time is expected from volunteers and other stakeholders at various stages of the fundraiser? For example, planning, facilitating, evaluating?
- Will there be competition from any other workplace fundraisers?

Establish a Budget

Consider the resources that will be needed to complete the actions.

- Will there be upfront or ongoing expenses? For example, materials, employees' time, prizes, promotional items or transportation?
- Where will funding come from for planning and implementing the fundraiser? For example, the social committee?

Communication

If the workplace is making changes to fundraising activities, consider the most effective way to tell employees and managers about changes in your workplace. This may include announcements at team meetings, email, newsletter article, webpage article, paystub attachments, bulletin boards, etc.

How will you know if your plan is successful?

Think about the type of information that you will need in order to tell if the actions were effective.

See if the actions that were planned were completed.

- Did volunteers contribute as expected?
- Was the fundraiser completed within the budget?
- Did suppliers meet your time and financial needs?

See if the actions were effective.

- Did the fundraiser make as much money as expected?

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Turning Actions into a Policy

The actions suggested in this factsheet provide information on how to implement healthy fundraising strategies in your workplace. This creates a workplace where healthy food choices are easier to make.

However, without a policy, there is no way to ensure that people will continue to fundraise without selling less healthy food in the future.

What is a Policy?

A policy is a written and enforceable document that outlines expected behaviour for employees as well as who is responsible for enforcing the policy.

Create a Fundraising Policy

Workplaces can create a policy that outlines acceptable fundraising practices in the workplace.

For example, the policy can specify that food is not to be used to raise funds for the workplace.

Alternatively, if food or beverages are used to raise money, they must meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©** available from www.osnpph.on.ca/workplace-nutrition-advisory-group.

For more information on creating a fundraising policy visit: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Healthy Workplace Fundraising”, available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Hawkins C, O’Garro MA, Wilmsett K. Engaging employers to develop healthy workplaces: The Workwell Initiative of steps to a healthier Washington in Thurston County. Prev Chronic Dis 2009;6(2):1-7.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Vending Machines

Why Address Workplace Vending Machines?

Studies show that improving the nutritional quality of food and beverages sold to employees can improve diet quality.[1-7]

1. Find out if this is an issue in your workplace.

Employee Survey

Use the **Sample Survey Questions** as a guide to create questions for an employee survey, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Assessing the Food and Beverages in Your Vending Machines

Use the **Nutrition Standards for Workplaces©** to assess the food and beverages that are sold in vending machines.

Move on to another item on the **Healthy Eating in the Workplace Checklist** if:

- ☐ Your workplace does not have any vending machines
- ☐ Your assessment shows that food and beverages sold in vending machines are already healthier, healthier options are sold at the same or lower price than other options and healthier options are placed at eye level

Assessing Packaged Food and Beverages

Use the **Vending Machine Assessment Tool**, to help you assess the items in your vending machines, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Use the Ingredient List and Nutrition Facts Table to assess packaged food and beverages.

For more information, see the video **Choosing Healthier Packaged Food and Beverages** available at: www.youtube.com/user/workplacenutrition.

Recording Items Available in Vending Machines

If you do not want to use the **Vending Machine Assessment Tool,** you can create a table to record the food and beverages that are currently sold in your vending machine. (See Table 1.) Assign one of the four categories in the **Nutrition Standards for Workplaces©** to each item. The four categories are: "Maximum Nutritional Value", "Sell/Offer Most", "Sell/Offer Less" and "Not Recommended".

Table 1. Example Vending Machine Assessment

Food or Beverage Item	Group or Sub-Group	Category
Diet Cola	Beverages	**Sell/Offer Less**
Regular Cola	Beverages	**Not Recommended**
Brand A Granola Bar	Baked Goods	**Sell/Offer Most**
100% Fruit Bar	Fresh, Frozen, Canned and Dried Vegetables and Fruit	**Maximum Nutritional Value**
Plain Mixed Nuts	Fresh, Frozen, Canned and Dried Vegetables and Fruit	**Maximum Nutritional Value**

Calculating the Proportion of Healthier Food and Beverages

Once Table 1 is completed, divide the number of items in each of the four categories by the total number of options offered in each vending machine. Calculate the percentage for "Maximum Nutritional Value" and "Sell/Offer Most" together, as both of these categories meet the definition for "healthier".

Example:

If five items meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" and forty items are sold in the machine, the proportion of healthier items is:

5 ÷ 40 x 100% = 12.5%

Complete the chart below to show the baseline proportion or options from each of the four categories. (See Table 2).

Table 2: Proportion of Options Available from Each of the Four Categories

Category in the Nutrition Standards for Workplaces©	Ideal Proportion of Food and Beverages Sold in Vending Machines	Actual
Maximum Nutritional Value	80%	
Sell/Offer Most		
Sell/Offer Less	20%	
Not Recommended	0%	

2. Work with the committee that addresses health and any relevant decision-makers to come up with a plan.

Who to Involve

Once the needs assessment is completed the committee will need to identify appropriate stakeholders to come up with a plan.

If you have an internal food service provider that operates vending machines at your workplace, they are a key decision-maker in this process.

If your vending machine is operated by an external operator, then you will need to include this company in your discussions.

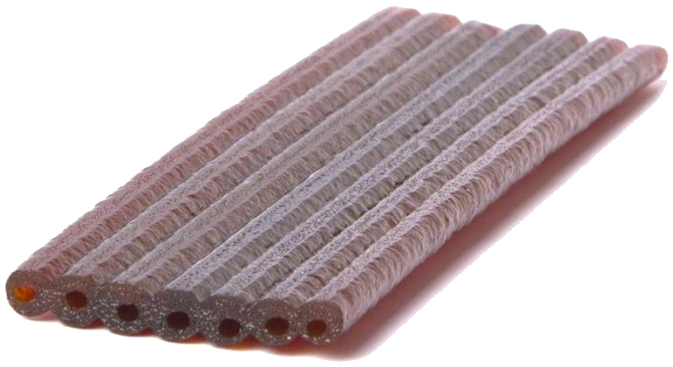
Recommended Actions to Address Vending Machines:

All of the suggestion actions are recommended to ensure that changes to vending machines will be a success. If a partial approach is used, it is less likely that the plan will be effective.

Does Our Workplace Need a Vending Machine?

Some studies have found that very few employees actually use vending machines on a regular basis.[8,9] The first step in your assessment should be to find out if your workplace needs a vending machine. If you don't need one, the best course of action is to remove the vending machine from the workplace.

If your workplace needs a vending machine, ensure healthy choices are offered to support employee health.



Goal Setting

Use the information about the proportion of healthier food available in the vending machine as baseline data.

Set a goal to increase the number of healthier food and beverages. The ideal vending machine contains a majority of healthier items, for example 80 per cent of items meet the criteria for the "Maximum Nutritional Value" or "Sell/Offer Most" categories and no more than 20 per cent from the "Sell/Offer Less" category.

In some cases, you may need to keep some items that meet the criteria for "Not Recommended", in order to ensure the machine is profitable. If this is the case select the best selling items and replace the rest of the less healthy options with healthier versions. For example, granola bars, crackers, mixed nuts, vegetable chips, snacks, cookies and baked goods.

A Quick Guide for Healthier Non-Perishable Food and Beverage Options lists products that meet the criteria for "Maximum Nutritional Value", and is available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Price

Price is one of the most effective ways to promote healthier food and beverages.[8,10-15]

Ideally healthier items cost at least $0.50 less than other options. For example, a snack that meets the criteria for "Maximum Nutritional Value" should be at least $0.50 cheaper than a snack that meets the criteria for "Sell/Offer Less". At a minimum, make sure that healthier options are the same price as other options.

If items that meet the criteria for "Not Recommended" are available in the vending machine, these items should be priced higher than comparable items.

Placement

Place healthier items at eye level or first in the order of selections so they will be seen first.

Taste Test

Conduct a taste test event to allow employees to try new products and provide feedback. This step is very important to ensure that the products you sell in the machines are popular with employees. It also reduces barriers to buying healthier items as employees can try the new items without having to buy them.

Culturally Inclusive

Use the employee survey results to increase access to food and beverages that meet the needs of all the employees.

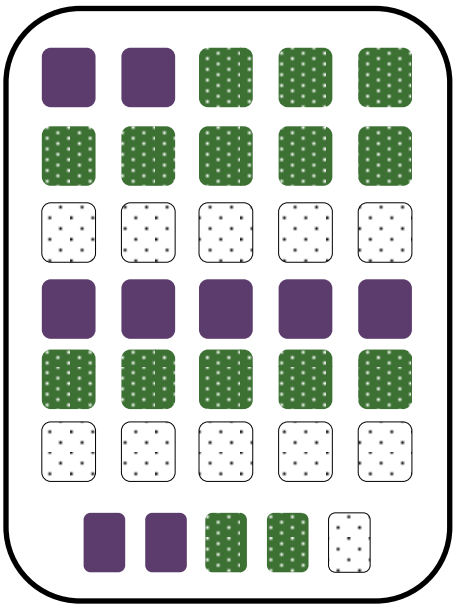
Nutrition Information

Provide nutrition information to allow employees to check products to ensure they are compliant with their traditional diet or medical needs.

Vending Machine Plan

If the vending machine is stocked by different people, consider creating a diagram of the desired placement and pricing of items in the vending machine. (See Figure 1)

Figure 1. Example Plan for Vending Machine



= Maximum Nutritional Value

= Sell/Offer Most

= Sell/Offer Less

Top Three Rows: Bagged Snacks

Maximum Nutritional Value ($1.00)

- Brand A Dried Apple Slices
- Brand A Dried Fruit

Sell/Offer Most ($1.00)

- Brand B Popcorn Flavour 1
- Brand B Popcorn Flavour 2
- Brand B Popcorn Flavour 3
- Brand B Popcorn Flavour 4
- Brand C Baked Potato Chips

Sell/Offer Less ($1.50)

- Brand D Baked Potato Chips
- Brand E Baked Potato Chips
- Brand F Baked Potato Chips

Middle Three Rows: Bars

Maximum Nutritional Value ($1.25)

- Brand A Granola Bar
- Brand A Dried Fruit Bar

Sell/Offer Most ($1.25)

- Brand B Granola Bar
- Brand C Cookie

Sell/Offer Less ($1.75)

- Brand D Granola Bar
- Brand E Cookie
- Brand F Crackers

Bottom Row:

Maximum Nutritional Value ($1.50)

- Brand A Plain Almonds
- Brand B Plain Peanuts

Sell/Offer Most ($1.50)

- Brand I Dried Fruit
- Brand B Salted Mixed Nuts

Sell/Offer Less ($2.00)

- Brand B Salted Peanuts

How will you know if your plan is successful?

Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Did the vending operator implement the plan?
- What parts of the implementation were successful?
- What parts of the implementation were challenging?

See if the actions were effective.

- Survey employees regarding their satisfaction with the vending machine.
- Revisit the Vending Machines items in the **Healthy Eating in the Workplace Checklist** on a regular basis to ensure your workplace continues to provide the targeted amount of healthier food and beverages.
- Monitor vending machine profits and compare them to sales before the changes were made.
- Monitor sales of healthier items to find out if employees are purchasing these items. If any items are not selling well, try replacing them with other healthier options.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Turning Actions into a Policy

The actions suggested in this factsheet provide information on healthier options in vending machines. This creates a workplace where healthy food choices are easier to make.

However, without a policy, there is no way to ensure that people will continue to offer healthier choices in vending machines in the future.

What is a Policy?

A policy is a written and enforceable document that outlines expected behaviour for employees as well as identifying the person who is responsible for enforcing the policy.

Create a Vending Machine Policy

Workplaces can create a policy that outlines expectations about appropriate food to sell in vending machines.

If your vending machine is operated by employees in your workplace, then you will need to develop an internal policy that outlines the minimum required proportion of healthier items as well as directions for pricing, placement and promotion of healthier options.

Vending machine policies can be completed through contracts with external food service operators. A contract makes the arrangement clear and requires the vending operator to supply a minimum proportion of healthy food as well as preferential pricing, placement and promotion of healthier items.

Set time set aside each year to monitor the vending machine to ensure compliance with the contract or policy.

For more information on creating a vending machine policy visit: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Bandoni DH, Sarno F, Jaime PC. Impact of an intervention on the availability and consumption of fruits and vegetables in the workplace. Public Health Nutr 2011 Jun;14(6):975-981.

2. Geaney F, Harrington J, Fitzgerald A, Perry I. The impact of a workplace catering initiative on dietary intakes of salt and other nutrients: A pilot study. Public Health Nutr 2011 Aug;14(8):1345-1349.

3. Lassen A, Thorsen AV, Trolle E, Elsig M, Ovesen L. Successful strategies to increase the consumption of fruits and vegetables: Results from the Danish '6 a day' Work-site Canteen Model Study. Public Health Nutr 2004 Apr;7(2):263-270.

4. Gill PE, Wijk K. Case study of a healthy eating intervention for Swedish lorry drivers. Health Educ Res 2004 Jun;19(3):306-315.

5. Roos E, Sarlio-Lahteenkorva S, Lallukka T. Having lunch at a staff canteen is associated with recommended food habits. Public Health Nutr 2004 Feb;7(1):53-61.

6. Crombie AP, Funderburk LK, Smith TJ, McGraw SM, Walker LA, Champagne CM, et al. Effects of modified foodservice practices in military dining facilities on ad libitum nutritional intake of US army soldiers. J Acad Nutr Diet 2013 Jul;113(7):920-927.

7. Lowe MR, Tappe KA, Butryn ML, Annunziato RA, Coletta MC, Ochner CN, et al. An intervention study targeting energy and nutrient intake in worksite cafeterias. Eat Behav 2010 Aug;11(3):144-151.

8. Gorton D, Carter J, Cvjetan B, Ni Mhurchu C. Healthier vending machines in workplaces: Both possible and effective. N Z Med J 2010 Mar 19;123(1311):43-52.

9. Liebert ML, Patsch AJ, Smith JH, Behrens TK, Charles T, Bailey TR. Planning and development of the Better Bites program: A pricing manipulation strategy to improve healthy eating in a hospital cafeteria. Health Promot Pract 2013 Jul;14(4):552-562.

10. Epstein LH, Dearing KK, Roba LG, Finkelstein E. The influence of taxes and subsidies on energy purchased in an experimental purchasing study. Psychol Sci 2010 Mar;21(3):406-414.

11. Giesen J, Havermans RC, Nederkorn C, Jansen A. Impulsivity in the supermarket. Responses to calorie taxes and subsidies in healthy weight undergraduates. Appetite 2012;58:6-10.

12. Duffey KJ, Gordon-Larsen P, Shikany JM, Guilkey D, Jacobs DR,Jr, Popkin BM. Food price and diet and health outcomes: 20 years of the CARDIA Study. Arch Intern Med 2010 Mar 8;170(5):420-426.

13. Block JP, Chandra A, McManus KD, Willett WC. Point-of-purchase price and education intervention to reduce consumption of sugary soft drinks. Am J Public Health 2010 Aug;100(8):1427-1433.

14. French SA, Hannan PJ, Harnack LJ, Mitchell NR, Toomey TL, Gerlach A. Pricing and availability intervention in vending machines at four bus garages. J Occup Environ Med 2010 Jan;52 Suppl 1:S29-33.

15. French SA, Jeffery RW, Story M, Breitlow KK, Baxter JS, Hannan P, et al. Pricing and promotion effects on low-fat vending snack purchases: The CHIPS Study. Am J Public Health 2001 Jan;91(1):112-117.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Retail Settings

Why Address Workplace Retail Settings?

Workplace retail food settings can support healthy eating habits by making the healthy choice the easy choice. Retail settings include workplace cafeterias, cafés, canteens, tuck shops and gift shops.

Studies show that improving the nutritional quality of food and beverages sold to employees can improve diet quality.[1-7]

1. Find out if this is an issue in your workplace.

Employee Survey

Use the **Sample Survey Questions** as a guide to create questions for an employee survey, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Food Safety

Ask if there is at least one full time employee working in the retail setting that has a current food handler certificate.

Contact your local public agency to see if the retail food services have had any problems following food safety requirements.

Assessing Food and Beverages in Your Retail Settings

The initial assessment and change process for the cafeteria will take time. Set realistic timelines and provide employees enough time to complete the necessary steps. Ensure there is employee time set aside for monitoring after the initial implementation process. You will want to check in at least once a year to ensure the changes that were made continue to be implemented.

Move on to another item on the **Healthy Eating in the Workplace Checklist** if:

- ☐ Your workplace does not have any retail settings
- ☐ Your assessment shows that at least one full time employee has a current food handler certificate, food and beverages sold in retail settings are already healthier, healthier items are cheaper than other options and are placed in a convenient location

Use the **Nutrition Standards for Workplaces©** to assess the food and beverages that are sold in retail settings.

Assessing Recipes

You can assess each recipe ingredient using the **Nutrition Standards for Workplaces©** or use the **Recipe Analyzer** program, available at: http://www.eatracker.ca.

Assessing Packaged Food and Beverages

Use the **Retail Settings Assessment Tool** to help you assess the items in your retail settings, available at www.osnpph.on.ca/workplace-nutrition-advisory-group.

Use the Ingredient List and Nutrition Facts Table to assess packaged food and beverages.

For more information, see the video **Choosing Healthier Packaged Food and Beverages** available at: www.youtube.com/user/workplacenutrition.

Recording Items Available in Retail Settings

If you do not want to use the **Retail Settings Assessment Tool,** you can create a table to record the food and beverages that are currently sold in retail setting. (See Table 1.) Assign one of the four categories in the **Nutrition Standards for Workplaces©** to each item. The four categories are: "Maximum Nutritional Value", "Sell/Offer Most", "Sell/Offer Less" and "Not Recommended".

Table 1. Example Retail Setting Assessment

Food or Beverage Item	Group or Sub-Group	Category
Lasagna with Garlic Bread	Entrées	**Sell/Offer Less**
Fish and Chips	Entrées	**Not Recommended**
Baked Chicken with Whole Wheat Pasta and a Side Salad	Baked Goods	**Sell/Offer Most**
Fresh Salad	Fresh, Frozen, Canned and Dried Vegetables and Fruit	**Maximum Nutritional Value**
Fruit in Water	Fresh, Frozen, Canned and Dried Vegetables and Fruit	**Maximum Nutritional Value**

Calculating the Proportion of Healthier Food and Beverages

Once Table 1 is completed, divide the number of items in each of the four categories by the total number of options offered in each retail setting. Calculate the percentage for "Maximum Nutritional Value" and "Sell/Offer Most" together, as both of these categories meet the definition for "healthier".

Example:

If fifteen items meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" and forty items are sold in the cafeteria, the proportion of healthier items is:

15 ÷ 40 x 100% = 37.5%

Complete the chart below to show the baseline proportion of options from each of the four categories. (See Table 2).

Table 2: Proportion of Items Available from Each of the Four Categories

Category in the Nutrition Standards for Workplaces©	Ideal Proportion of Food and Beverages Sold in Retail Settings	Actual
Maximum Nutritional Value	80%	
Sell/Offer Most		
Sell/Offer Less	20%	
Not Recommended	0%	

2. Work with the committee that addresses wellness and any relevant decision-makers to come up with a plan.

Who to Involve

Once the needs assessment is completed the committee will need to identify appropriate stakeholders to come up with a plan.

Stakeholders may include management and wellness committee members. The food service provider is a key decision-maker in this process. Whether you have an internal or external food service provider, they are a key decision-maker in this process.

Food service employees make important decisions that influence the nutritional quality of the food and beverages available everyday.[1,3,4] Cafeteria managers and food service employees must be involved in the development of the action plan in order for them to buy-in to the plan.[1]

Recommended Actions to Address Retail Settings:

All of the suggested actions are recommended to ensure that changes to retail settings will be a success. If a partial approach is used, the plan will likely be less effective.

Goal Setting

Use the information in the chart about the proportion of healthier food available in the cafeteria or other retail setting as baseline data.

When deciding on your actions set a goal to increase the number of food and beverages that fall into the "Maximum Nutritional Value" or "Sell/Offer Most" categories.

The ideal retail food setting ensures that 80 per cent of items meet the criteria for the "Maximum Nutritional Value" or "Sell/Offer Most" categories, and offers no more than 20 per cent from the "Sell/Offer Less" category.

Replacing Existing Products

Replace less healthy options such as muffins, granola bars, soups, breads, crackers, cookies, baked goods and pasta sauce with healthier versions of those products.

There are two **Quick Guides for Healthier Food and Beverage Options** that list products that meet the criteria for "Maximum Nutritional Value", available at: www.osnpph.on.ca/workplace-nutrition-advisory-group.

Improving the Nutritional Quality of Existing Recipes[3,8-10]

Some recipes that your workplace currently uses can be changed to make them healthier. For example:

- Increasing the amount of vegetables in the recipe.
- Increasing the amount of high fibre ingredients.
- Reducing the amount of added fat, salt and sugar in existing recipes.[3,8-10] For example, cheese, butter, cream, margarine, oil, mayonnaise, salad dressing, salt and sugar (including honey and maple syrup).

Skill Building Opportunities for Food Service Employees

Food service employees must have the skills to prepare food in a healthier way. You may need to add skill building sessions for food service employees to enable them to make healthier meals. Be sure to include training for new food service employees to ensure the plan is sustainable.

Activities may include: increasing awareness about the importance of nutrition, label reading, learning healthy cooking methods, adding more vegetables and fruit to recipes and using standardized portions.[1,3,4,6] You may also want to offer healthier recipes to food service employees to make the changes easier.[1]

New Recipes

You may find healthier recipes that meet the criteria for the "Maximum Nutritional Value" or "Sell/Offer Most" categories from websites that provide reputable nutrition information such as:

Dietitians of Canada www.dietitians.ca

EatRight Ontario www.eatrightontario.ca

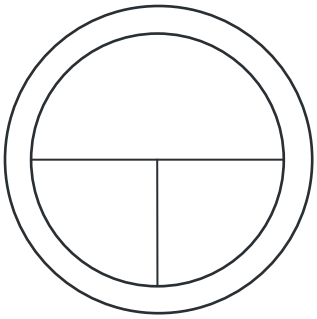
The Ontario Ministry of Education www.edu.gov.on.ca/eng/healthyschools/policy.html

Health promotion agencies such as the Heart and Stroke www.heartandstroke.com

Remember that each recipe will need to be assessed to ensure that it meets the criteria for "Maximum Nutritional Value" or "Sell/Offer Most".

Balanced Meals

Meals should contain three of the four food groups in Canada's Food Guide: Vegetables and Fruit, Grain Products, Meat and Meat Alternatives, Milk and Milk Alternatives. Fill half the plate with vegetables, one quarter of the plate with Grain Products and one quarter of the plate with items from the Meat and Alternatives food group.



Price

Price appears to be one of the most effective ways to promote healthier food and beverages.[11-16]

Ideally healthier items will cost at least $0.50 less than other options. For example, a snack that meets the criteria for “Maximum Nutritional Value” should be at least $0.50 less expensive that a snack that meets the criteria for “Sell/Offer Less” or “Not Recommended”.

At a minimum, make sure that healthier options are the same price as other options. If it is not possible to subsidize the price of the healthier option, you can also increase the price of comparable items that fall into the “Sell/Offer Less” or “Not Recommended” categories.

Placement

Ensure that the healthiest items are the most visible in the retail space and that they are the most convenient to purchase.

Place healthier items in influential purchasing locations such as eye level on shelves, at the end of aisles and at the check out stations.

Promotion

Prompt customers by asking them if they want healthy side dishes or other healthy options. For example, ask customers if they “want a salad with that”, instead of asking them if they want fries.

Promote the healthiest food and beverages using posters, daily specials and digital communications such as email, display boards and internal website.

Ensure that healthier items are promoted in an appealing way. In studies people often rate items marketed as “healthy” as having poor taste. For example, items marketed using terms such as “low-fat”, “light”, “healthy” or “diet”.[9,17-21] However, items are typically rated higher when they are marketed using appealing descriptions such as “rich”, “spicy”, “hearty”, “chunky”, “traditional” or “home made”.[17,18]

Avoid specials and promotional materials that promote food and beverages that meet the criteria for “Sell/Offer Less” and “Not Recommended” categories in the **Nutrition Standards for Workplaces©**.

Variety

Less healthy options can be rotated throughout the week. For example, if there are a number breads, rolls or bagels that are less healthy; these items can be rotated throughout the week so that they are not all present at the same time.

Local Food

Explore with your food service provider if it is possible to use more locally sourced products (from Ontario). Plan to use local produce when it is in season.

Meal Take Away

Consider offering a take-away dinner program. One study showed that this type of service improved the nutritional quality of employees' diets,[22] and may help to boost retail revenues.

Culturally Inclusive

Use the employee survey results to ensure food and beverages meet the needs of employees. For example, you may need to increase the number of vegetarian items available to meet the needs of a diverse cultural employee population.

Special Dietary Needs

As many as 1.2 million Canadians may have life-threatening food allergies.[1] The most common food allergens are: peanuts, tree nuts, sesame, soy, seafood, wheat, eggs, milk, mustard, and sulphites.[2]

Some people follow traditional cultural food practices or need a special diet due to a medical condition.

Provide ingredient information about the food you are serving. This will allow people to identify allergens or ingredients that they must avoid.

Food Safety

Foodborne illness happens when harmful bacteria, parasites or viruses contaminate food. There are 11 to 13 million cases of food related illness in Canada every year.[1]

Food borne illness is unpleasant at best and at worst, can be fatal. Cases of foodborne illness can result in employees missing work. In some cases, courts can hold workplaces responsible if they cause food borne illness.

Employees have the right to assume that food offered and sold in the workplace is safe to eat. Workplaces can prevent food poisoning by adopting safe food handling, storage and preparation practices.

Food service operators with at least one full-time staff member completing food safety training tend to have better food safety inspection scores compared to operators with no certified staff members.[1]

Employees who require training to get their Safe Food Handler certification have several options. Programs that meet the provincial requirements are available through public health, community colleges and online courses.

Employees will have to take the course every five years.

You can find out if retail food service outlets in your workplace have had any problems following safe food handling requirements by contacting your local public health agency.

How will you know if your plan is successful?

Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Did the food service operator implement the plan?
- Were there any successes in the implementation process?
- Were there any challenges in the implementation process?

See if the actions were effective.

- Survey employees regarding their satisfaction with food services.
- Complete the retail settings section of the **Healthy Eating in the Workplace Checklist** on a regular basis to ensure the worksite continues to provide the targeted proportion of healthier food and beverages.
- If employees are not following safe food handling practices, why is this happening?
- Monitor profits and compare them to profits before the changes were made.
- Monitor sales of healthier items to determine if employees are purchasing these items.

3. Before taking action, present your plan to relevant managers and decision-makers for approval to move forward.

4. Put your plan into action.

Be sure to collect information to help you decide whether your plan was successful. Use this information to update your plan.

Turning Actions into a Policy

The actions suggested in this factsheet provide information on healthier options in workplace retail settings. This creates a workplace where healthy food choices are easier to make.

However, without a policy, there is no way to ensure that people will continue to offer healthier choices in retail settings in the future.

What is a Policy?

A policy is a written and enforceable document that outlines expected behaviour for employees as well as identifying the person who is responsible for enforcing the policy.

Create a Policy for Retail Settings

Workplaces can create a policy that outlines expectations about appropriate food to sell in retail settings.

If your retail settings are operated by employees in your workplace, then you will need to develop an internal policy that outlines the minimum required proportion of healthier items as well as directions for pricing, placement and promotion of healthier options. The policy should include a statement that requires at least one full time employee to have a current safe food handler certificate and that ingredient information is available for all food and beverages.

Retail setting policies can be completed through contracts with external food service operators. A contract makes the arrangement clear and requires the vending operator to supply a minimum proportion of healthy food as well as preferential pricing, placement and promotion of healthier items. The contract should include a statement that requires at least one full time employee to have a current safe food handler certificate and that nutrition information is available for all food and beverages.

Ensure that there is time set aside each year to monitor the retail settings to ensure compliance with the contract or policy.

For more information on creating a retail settings policy visit: www.osnpph.on.ca.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References

1. Bandoni DH, Sarno F, Jaime PC. Impact of an intervention on the availability and consumption of fruits and vegetables in the workplace. Public Health Nutr 2011 Jun;14(6):975-981.

2. Geaney F, Harrington J, Fitzgerald A, Perry I. The impact of a workplace catering initiative on dietary intakes of salt and other nutrients: A pilot study. Public Health Nutr 2011 Aug;14(8):1345-1349.

3. Lassen A, Thorsen AV, Trolle E, Elsig M, Ovesen L. Successful strategies to increase the consumption of fruits and vegetables: Results from the Danish '6 a day' Work-site Canteen Model Study. Public Health Nutr 2004 Apr;7(2):263-270.

4. Gill PE, Wijk K. Case study of a healthy eating intervention for Swedish lorry drivers. Health Educ Res 2004 Jun;19(3):306-315.

5. Roos E, Sarlio-Lahteenkorva S, Lallukka T. Having lunch at a staff canteen is associated with recommended food habits. Public Health Nutr 2004 Feb;7(1):53-61.

6. Crombie AP, Funderburk LK, Smith TJ, McGraw SM, Walker LA, Champagne CM, et al. Effects of modified foodservice practices in military dining facilities on ad libitum nutritional intake of US army soldiers. J Acad Nutr Diet 2013 Jul;113(7):920-927.

7. Lowe MR, Tappe KA, Butryn ML, Annunziato RA, Coletta MC, Ochner CN, et al. An intervention study targeting energy and nutrient intake in worksite cafeterias. Eat Behav 2010 Aug;11(3):144-151.

8. Cheskin LJ, Davis LM, Lipsky LM, Mitola AH, Lycan T, Mitchell V, et al. Lack of energy compensation over 4 days when white button mushrooms are substituted for beef. Appetite 2008;51(1):50-57.

9. Wansink B, Huckabee M. De-marketing obesity. California Management Review 2005 Summer 2005;47(4):1-13.

10. Krukowski RA, Harvey-Berino J, Kolodinsky J, Narsana RT, Desisto TP. Consumers may not use or understand calorie labeling in restaurants. J Am Diet Assoc 2006 Jun;106(6):917-920.

11. Epstein LH, Dearing KK, Roba LG, Finkelstein E. The influence of taxes and subsidies on energy purchased in an experimental purchasing study. Psychol Sci 2010 Mar;21(3):406-414.

12. Giesen J, Havermans RC, Nederkorn C, Jansen A. Impulsivity in the supermarket. Responses to calorie taxes and subsidies in healthy weight undergraduates. Appetite 2012;58:6-10.

13. Duffey KJ, Gordon-Larsen P, Shikany JM, Guilkey D, Jacobs DR,Jr, Popkin BM. Food price and diet and health outcomes: 20 years of the CARDIA Study. Arch Intern Med 2010 Mar 8;170(5):420-426.

14. Brown DM, Tammineni SK. Managing sales of beverages in schools to preserve profits and improve children's nutrition intake in 15 Mississippi schools. J Am Diet Assoc 2009 Dec;109(12):2036-2042.

15. Block JP, Chandra A, McManus KD, Willett WC. Point-of-purchase price and education intervention to reduce consumption of sugary soft drinks. Am J Public Health 2010 Aug;100(8):1427-1433.

16. Liebert ML, Patsch AJ, Smith JH, Behrens TK, Charles T, Bailey TR. Planning and development of the Better Bites program: A pricing manipulation strategy to improve healthy eating in a hospital cafeteria. Health Promot Pract 2013 Jul;14(4):552-562.

17. Gal D, Wilkie J. Real men don't eat quiche. Social Psychological and Personality Science 2010;1(4):291-301.

18. Wansink B, van Ittersum K, Painter JE. How descriptive food names bias sensory perceptions in restaurants. Food Quality and Preference 2005;16:393-400.

19. Seymour JD, Yaroch AL, Serdula M, Blanck HM, Khan LK. Impact of nutrition environmental interventions on point-of-purchase behavior in adults: A review. Prev Med 2004 Sep;39 Suppl 2:S108-36.

20. Eertmans A, Baeyens F, & Van den Bergh, O. Food likes and their relative importance in human eating behavior: Review and preliminary suggestions for health promotion. Health Education Research 2001;16(4):443-456.

21. Chandon P, Wansink B. The biasing health halos of fast-food restaurant health claims: Lower calorie estimates and higher side-dish consumption intentions. Journal of Consumer Research 2007 October 2007;34:301-314.

22. Quintiliani L, Poulsen S, Sorensen G. Healthy eating strategies in the workplace. International Journal of Workplace Health Management 2010;3(3):182-196.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Section 10

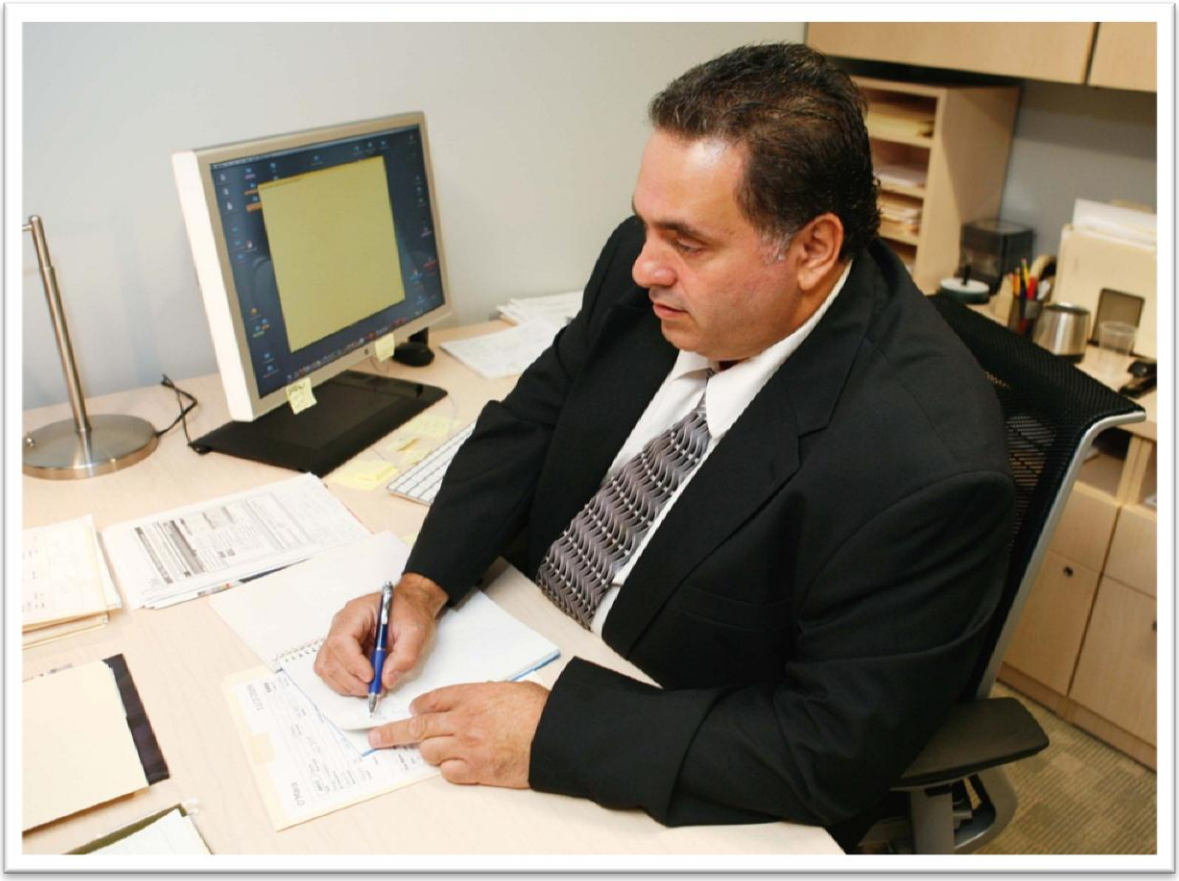
Workplace Policy

Policy: Workplace Harassment Prevention

What is Workplace Harassment?

Workplace harassment is defined in the **Occupational Health and Safety Act** as "engaging in a course of vexatious comments or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome."[1] "Workplace harassment can involve unwelcome words or actions that are known or should be known to be offensive, embarrassing, humiliating or demeaning to a worker or group of workers. It can also include behaviour that intimidates, isolates or even discriminates against the targeted individual(s)."[1]

This definition covers behaviours such as weight-based comments or teasing. It also covers discriminating against people due to their weight status. For example, people who have obesity are often paid lower wages and are less likely to be hired or promoted, even when they have the same qualifications as thinner applicants.[2,3]



Source: UConn Rudd Center for Food Policy & Obesity

Why is the Prevention of Workplace Harassment Part of Creating a Healthy Nutrition Environment?

Being teased at work or being subjected to weight-based comments is very painful.[2] Experiencing negative interactions or discrimination in the workplace is related to the development of poor mental health symptoms such as depression, anxiety and poor self esteem.[2,4,5]

Poor mental health tends to lead to poor physical health.[6] Coping with negative experiences uses up mental resources typically used to participate in health promoting behaviours.[7] This includes behaviours that may promote health such as healthy eating and physical activity.[7] In addition, people may use drugs,[5] alcohol[5] or eat[8] to cope. Therefore, rather than being a motivator to change, making people feel badly about their weight is more likely to result in people being at higher risk of weight gain and poor health.[2,3,6,9]

Creating a workplace that is free from discrimination and harassment increases the likelihood that workers will have good mental health and will be able to participate in behaviours that promote health, such as healthy eating.

Drafting the Policy and Program

Even if weight-based harassment and discrimination is not currently an issue in your workplace the Ministry of Labour requires all Ontario employers who are covered by the Ontario Health and Safety Act, to:

- Prepare policies to prevent workplace violence and harassment and review them at least one a year.[1]
- Develop programs that specify how employees report incidents as well as how employer will investigate and deal with incidents or complaints.[1]
- Identify the information, instruction and training that employees need to follow the policy.[1]

For a complete guide to developing a Workplace Violence and Harassment Prevention Policy see: http://www.labour.gov.on.ca/english/hs/pdf/wpvh_gl.pdf

How will you know if your policy is effective?

Think about how you will be able to tell if the policy is working or not. Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Were managers and employees educated about the policy?

See if the policy is effective.

- Are managers and employees following the policy?
- If people are not following the policy, why is this happening?
- Does employee survey data suggest that the policy has been effective?
- Have you noticed any occurrences of teasing or weight-based language being used in your workplace since the policy was implemented?
- Have human resources recruitment and retention practices been updated to ensure they contain language that protects employees and potential employees from discrimination, including discrimination based on weight status
- Is the policy doing what it is supposed to do?
- Are there any unintended consequences as a result of the policy?

Credits:

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References:

1. Ontario Ministry of Labour. A guide to the Occupational Health and Safety Act. 2015; Available at: http://www.labour.gov.on.ca/english/hs/pdf/ohsa_guide.pdf. Accessed 09/23, 2015.

2. Giel KE, Zipfel S, Alizadeh M, Schaffeler N, Zahn C, Wessel D, et al. Stigmatization of obese individuals by human resource professionals: an experimental study. BMC Public Health 2012 Jul 16;12:525-2458-12-525.

3. Giel KE, Thiel A, Teufel M, Mayer J, Zipfel S. Weight bias in work settings - a qualitative review. Obes Facts 2010 Feb;3(1):33-40.

4. Puhl RM, Heuer CA. The stigma of obesity: A review and update. Obesity (Silver Spring) 2009 May 2009;17(5):941-964.

5. Khubchandani J, Price JH. Workplace harassment and morbidity among US adults: Results from the National Health Interview Survey. J Community Health 2015 Jun;40(3):555-563.

6. Puhl RM, Heuer CA. Obesity stigma: Important considerations for public health. Am J Public Health 2010 Jun;100(6):1019-1028.

7. Major B, Eleizer D, Rieck H. The psychological weight of weight stigma. Social Psychological and Personality Science 2011 January 19, 2012 [online]:1-10.

8. Schvey NA, Puhl RM, Brownell KD. The impact of weight stigma on caloric consumption. Obesity (Silver Spring) 2011 Oct;19(10):1957-1962.

9. Hatzenbuehler ML, Phelan JC, Link BG. Stigma as a fundamental cause of population health inequalities. Am J Public Health 2013 May;103(5):813-821.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Food and Nutrition Policy: Using Food as an Incentive

Why Create a Policy That Addresses Food Incentives?

Using food as an incentive can increase the amount of less healthy food and beverages offered to employees. This can make it difficult for employees to make healthier choices. Over time, this practice can increase the chances that employees will develop nutrition-related chronic conditions.

Your workplace may not currently use food as an incentive. However, without a policy, things may change over time. For example, a new educator starts working with your company and brings in treats to get employees to come to an education session.

What is a Policy?

A policy defines acceptable and unacceptable behaviour. To be considered a policy, there needs to be a formal written statement that applies to the entire organization; that is enforceable. This means that the policy includes information on who is responsible to take action if the policy is not followed.

The policy should be clearly written to easily allow the workplace to determine if the policy is being followed.

Your workplace may choose to have a number of separate policy documents or one food and nutrition policy that contains several policy statements.

Having a policy that addresses using food as an incentive, ensures that managers and employees have clear guidance about the type of incentives that can or cannot be used in your workplace.

Developing the Policy

Who to Involve

Ensure key decision-makers and stakeholders are part of the policy development process. Your policy should represent the needs of both the employers and employees.

Ask managers, supervisors and other decision-makers (such as educators) when and why they use incentives.

Ask employees what kind of incentives (other than food); motivate them to participate in workplace activities.

Drafting a Policy

As a group, develop policy statements that address the priority areas.

An ideal incentives policy would state that food is not used as an incentive. However, if your workplace is not ready for the ideal policy, your workplace may want to begin by introducing a policy that ensures that food and beverages that meet the criteria for “Not Recommended” or “Sell/Offer Less” can not be used as an incentive.

Things to consider when drafting a policy:

Implementation

Think about how you will implement the policy. Employees and managers may need training to understand their role.

Budget

Consider the resources that will be needed to implement this policy. For example, will non-food incentives be more expensive that the incentives that are currently used?

Consider the time needed to evaluate and enforce the policy. (A policy is only effective if it is enforced).

Timeline

Create a proposed timeline to implement the policy. Figure out what needs to be done and set a date for when it needs to be completed. For example, set a target date for the policy to come into effect. Propose dates for educating managers and employees about the policy before the proposed implementation date.

Communication

Think about how you will tell management and employees about the policy, so they are aware of their role.

How will you know if your policy is effective?

Think about how you will be able to tell if the policy is working or not. Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Were managers and employees educated about the policy?

See if the policy is effective.

- Are managers and employees following the policy?
- If people are not following the policy, why is this happening?
- Is the policy doing what it is supposed to do?
- Are there any unintended consequences as a result of the policy?

Example Policy 1: Non-Food Incentives

Introductory Statement [Employer name] is committed to supporting and promoting a healthy lifestyle.
Rationale/Objective/Purpose To ensure that workplace incentives support employees to live a healthy lifestyle and create a Healthy Workplace Nutrition Environment.
Scope The policy applies to all workplace departments, activities and events.
Definition “Food” includes all types of food and beverages, including alcohol.
Principles/Procedures/Requirements Only non-food incentives will be used in the workplace to encourage employees to participate in workplace activities and events. Examples may include work related events, fundraising events or occupational health and safety initiatives.
Guidelines Refer to Appendix A: **Ideas for Incentives**
Responsibilities Management will: • Be familiar and follow through with their responsibilities under the [Policy]. • Ensure that the [Policy] is posted in the workplace in a visible and accessible spot. • Investigate and address incidents of non-compliance with the [Policy]. Employees will: • Be familiar with the [Policy] and follow through with their responsibilities.
Training and Information All managers will be provided with appropriate information and instruction on the contents of the [Policy].
Evaluation and Accountability Departments must periodically evaluate the implementation of this [Policy] and be able to demonstrate compliance.

Example Policy 2: Healthy Food and Beverage Incentives

Introductory Statement [Employer name] is committed to supporting and promoting a healthy lifestyle.
Rationale/Objective/Purpose To ensure that workplace incentives support employees to live a healthy lifestyle and create a Healthy Workplace Nutrition Environment.
Scope The policy applies to all workplace departments, activities and events.
Definition "Non-food incentives" include all types of food and beverages, including alcohol. Healthy food and beverages meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.
Principles/Procedures/Requirements Non-food incentives are preferred, however if food or beverages are used as an incentive, only healthy food incentives will be used in the workplace to encourage employees to participate in workplace activities and events. Examples may include work related events, fundraising events or occupational health and safety initiatives. If food and beverages are used as an incentive, safe food handling requirements must be followed.
Guidelines Refer to: Appendix A: **Ideas for Incentives** Appendix B: **Reference Guides for Healthier Food and Beverages** Appendix C: **Safe Food Handling Requirements** Appendix D: **Nutrition Standards for Workplaces©**

Responsibilities

Management will:

- Be familiar and follow through with their responsibilities under the [Policy].
- Ensure that the [Policy] is posted in the workplace in a visible and accessible spot.
- Investigate and address incidents of non-compliance with the [Policy].

Employees will:

- Be familiar with the [Policy] and follow through with their responsibilities.

Training and Information

All managers will be provided with appropriate information and instruction on the contents of the [Policy].

All managers and employees who are responsible for purchasing incentives will be educated on making healthier food and beverage choices that are compliant with the [Policy].

All managers and employees who are responsible for purchasing incentives will be educated on following safe food handling requirements.

Evaluation and Accountability

Departments must periodically evaluate the implementation of this [Policy] and be able to demonstrate compliance.

Check in With Management

Once the draft policy is ready, present it to relevant managers and decision-makers for approval.

Build Support for the Policy

It is important that stakeholders and decision-makers understand the need for a policy.[1] Focus messages on the link between the policy and eating a healthy diet. Use simple descriptions of solutions and emphasize that change is needed and desired.[1]

Prepare to counter arguments such as: the policy will be too costly; it is not the workplace's responsibility to restrict individual freedom; and there is a non-policy solution to the problem.[1]

Seek Feedback on the Draft Policy

Once management has approved the draft policy, ask for permission to get feedback from other managers and employees. This will help to increase support. It may also help you find out if your workplace is ready for change and what changes employees and managers are willing to accept.

Implement the Policy

Once the draft policy has been officially approved, you can implement the policy. Be sure to communicate any expected changes in behaviour to employees and managers so they can follow the policy.

Keep track of information that will help you to determine if your policy is effective.

Use the information that you collected for your evaluation to find out what worked and what did not work. You may need to create resources or provide additional training if your evaluation shows that the policy is not working properly.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References:

1. The Health Communication Unit. The eight steps to developing a health promotion policy.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Food and Nutrition Policy: Using Food as a Reward

Why Create a Policy That Addresses Food Rewards?

Workplace practices around rewarding employees with food to encourage certain behaviours may not be in line with healthy eating messages. Over time, this using food as a reward can increase the chances that employees will develop nutrition-related chronic conditions.

You may find that your workplace doesn't currently use food as a reward. However, without a policy, things may change over time. For example, a new manager starts working with your company and orders take out to reward his team for a job well done.

What is a Policy?

A policy defines acceptable and unacceptable behaviour. To be considered a policy, there needs to be a formal written statement that applies to the entire organization; that is enforceable. This means that the policy includes information on who is responsible to take action if the policy is not followed.

The policy should be clearly written to determine if the policy is being followed.

Your workplace may choose to have a number of separate policy documents or one food and nutrition policy that contains several policy statements.

Having a policy that addresses using food as a reward, ensures that managers and employees have clear guidance about the type of rewards that can or cannot be used in your workplace.

Developing the Policy

Who to Involve

Ensure key decision-makers and stakeholders are part of the policy development process. Your policy should represent the needs of both the employers and employees.

Ask managers, supervisors and other decision-makers when and why they use rewards.

Ask employees what kinds of rewards motivate them (other than food).

Drafting a Policy

As a group, develop policy statements that address the priority areas.

An ideal rewards policy would state that food is not used as a reward. However, if your workplace is not ready for the ideal policy, your workplace may want to begin by introducing a policy that ensures that food and beverages that meet the criteria for “Not Recommended” or “Sell/Offer Less” can not be used as a reward.

Things to consider when drafting a policy:

Implementation

Think about how you will implement the policy. Employees and managers may need training to understand their role.

Budget

Consider the resources that will be needed to implement this policy. For example, will non-food rewards be more expensive that the rewards that are currently used?

Consider the time needed to evaluate and enforce the policy. (A policy is only effective if it is enforced).

Timeline

Create a proposed timeline to implement the policy. Figure out what needs to be done and set a date for when it needs to be completed. For example, set a target date for the policy to come into effect. Propose dates for educating managers and employees about the policy before the proposed implementation date.

Communication

Think about how you will tell management and employees about the policy, so they are aware of their role.

How will you know if your policy is effective?

Think about how you will be able to tell if the policy is working or not. Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Were managers and employees educated about the policy?

See if the policy is effective.

- Are managers and employees following the policy?
- If people are not following the policy, why is this happening?
- Is the policy doing what it is supposed to do?
- Are there any unintended consequences as a result of the policy?

Example Policy 1: Non-Food Rewards

Introductory Statement [Employer name] is committed to supporting and promoting a healthy lifestyle.
Rationale/Objective/Purpose To ensure that workplace rewards support employees to live a healthy lifestyle and create a Healthy Workplace Nutrition Environment.
Scope The policy applies to all workplace departments, activities and events.
Definition “Food” includes all types of food and beverages, including alcohol.
Principles/Procedures/Requirements Only non-food rewards will be used.
Guidelines Refer to Appendix A: **Ideas for Rewards**
Responsibilities Management will: • Be familiar and follow through with their responsibilities under the [Policy]. • Ensure that the [Policy] is posted in the workplace in a visible and accessible spot. • Investigate and address incidents of non-compliance with the [Policy]. Employees will: • Be familiar with the [Policy] and follow through with their responsibilities.
Training and Information All managers will be provided with appropriate information and instruction on the contents of the [Policy].
Evaluation and Accountability Departments must periodically evaluate the implementation of this [Policy] and be able to demonstrate compliance.

Example Policy 2: Healthy Food and Beverage Rewards

Introductory Statement [Employer name] is committed to supporting and promoting a healthy lifestyle.
Rationale/Objective/Purpose To ensure that workplace rewards support employees to live a healthy lifestyle and create a Healthy Workplace Nutrition Environment.
Scope The policy applies to all workplace departments, activities and events.
Definition "Non-food rewards" include all types of food and beverages, including alcohol. Healthy food and beverages meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.
Principles/Procedures/Requirements Non-food rewards are preferred, however if food or beverages are used as a reward, only healthy food and beverages will be offered. If food and beverages are used as a reward, safe food handling requirements must be followed.
Guidelines Refer to: Appendix A: **Ideas for Rewards** Appendix B: **Quick Guides for Healthier Food and Beverages** Appendix C: **Safe Food Handling Requirements** Appendix D: **Nutrition Standards for Workplaces©**

Responsibilities

Management will:

- Be familiar and follow through with their responsibilities under the [Policy].
- Ensure that the [Policy] is posted in the workplace in a visible and accessible spot.
- Investigate and address incidents of non-compliance with the [Policy].

Employees will:

- Be familiar with the [Policy] and follow through with their responsibilities.

Training and Information

All managers will be provided with appropriate information and instruction on the contents of the [Policy].

All managers and employees who are responsible for purchasing rewards will be educated on making healthier food and beverage choices that are compliant with the [Policy].

All managers and employees who are responsible for purchasing rewards will be educated on following safe food handling requirements.

Evaluation and Accountability

Departments must periodically evaluate the implementation of this [Policy] and be able to demonstrate compliance.

Check in With Management

Once the draft policy is ready, present it to relevant managers and decision-makers for approval.

Build Support for the Policy

It is important that stakeholders and decision-makers understand the need for a policy.[10] Focus messages on the link between the policy and eating a healthy diet. Use simple descriptions of solutions and emphasize that change is needed and desired.[10]

Prepare to counter arguments such as: the policy will be too costly; it is not the workplace's responsibility to restrict individual freedom; and there is a non-policy solution to the problem.[10]

Seek Feedback on the Draft Policy

Once management has approved the draft policy, ask for permission to get feedback from other managers and employees. This will help to increase support. It may also help you find out if your workplace is ready for change and what changes employees and managers are willing to accept.

Implement the Policy

Once the draft policy has been officially approved, you can implement the policy. Be sure to communicate any expected changes in behaviour to employees and managers so they can follow the policy.

Keep track of information that will help you to determine if your policy is effective.

Use the information that you collected for your evaluation to find out what worked and what did not work. You may need to create resources or provide additional training if your evaluation shows that the policy is not working properly.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, "Rethinking Healthy Eating in the Workplace" available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References:

1. Mahler SV, de Wit H. Cue-reactors: Individual differences in cue-induced craving after food or smoking abstinence. PLoS One 2010 Nov 10;5(11):e15475.

2. Saunders BT, Robinson TE. Individual variation in resisting temptation: implications for addiction. Neurosci Biobehav Rev 2013 Nov;37(9 Pt A):1955-1975.

3. Robinson TE, Yager LM, Cogan ES, Saunders BT. On the motivational properties of reward cues: Individual differences. Neuropharmacology 2014 Jan;76 Pt B:450-459.

4. Burger KS, Stice E. Greater striatopallidal adaptive coding during cue-reward learning and food reward habituation predict future weight gain. Neuroimage 2014 Oct 1;99:122-128.

5. Epstein LH, Leddy JJ, Temple JL, Faith MS. Food reinforcement and eating: A multilevel analysis. Psychol Bull 2007 Sep;133(5):884-906.

6. Kemp E, Bui M, Grier S. Eating their feelings: Examining emotional eating in at-risk-groups in the United States. J Consum Policy 2011;34:211-229.

7. Bublitz MG, Peracchio LA, Block LG. Why did I eat that? Perspectives on food decision making and dietary restraint. Journal of Consumer Psychology 2010;20:239-258.

8. Brown RP, Tamborski M, Wang X, Barnes CD, Mumford MD, Connelly S, et al. Moral credentialing and the rationalization of misconduct. Ethics Behav 2011;21(1):1-12.

9. Merritt AC, Effron, D.A.,Monin,B. Moral self-licensing: When being good frees us to be bad. . Social and Personality Compass 2010;4:344-357.

10. The Health Communication Unit. The eight steps to developing a health promotion policy.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Food and Nutrition Policy: Using Food as a Fundraiser

Why Create a Policy That Addresses Fundraising?

Raising money for worthwhile causes in the workplace and in the community can help employees feel a sense of belonging and increase their feelings of self-worth.[1] Fundraising can be an important part of creating a positive workplace culture and carefully planned fundraisers can support the health and wellness of employees!

It is important that workplace actions are consistent with workplace health promotion efforts by ensuring that fundraising aligns with healthy eating messages. Sometimes fundraisers create mixed messages. For example, your workplace may promote healthy eating but may sell alcohol or less healthy food to raise money. Workplaces may use gift cards for alcohol or restaurants as an incentive to donate or raffle off gift baskets of alcohol or candy. Charity events may offer alcohol and indulgent food. Physical activity events may end at a restaurant. Over time, this type of fundraising may increase the risk of developing nutrition-related chronic conditions.

You may find that your workplace doesn't currently use food as a fundraiser. However, without a policy, things may change over time. For example, employees may decide to hold a bake sale to raise money for a local organization or for a social event in your workplace.

What is a Policy?

A policy defines acceptable and unacceptable behaviour. To be considered a policy, there needs to be a formal written statement that applies to the entire organization; that is enforceable. This means that the policy includes information on who is responsible to take action if the policy is not followed.

The policy should be clearly written to easily allow the workplace to determine if the policy is being followed.

Your workplace may choose to have a number of separate policy documents or one food and nutrition policy that contains several policy statements.

Having a policy that addresses using food as a fundraiser, ensures that managers and employees have clear guidance about the type of fundraisers that can or cannot be held in your workplace.

Developing the Policy

Who to Involve

Ensure key decision-makers and stakeholders are part of the policy development process. Your policy should represent the needs of both the employers and employees.

Ask managers, supervisors and other decision-makers when and why they raise money.

Ask employees what kinds of fundraisers appeal to them (other than food).

Drafting a Policy

As a group, develop policy statements that address the priority areas.

An ideal fundraising policy would state that food is not used as a fundraiser. However, if your workplace is not ready for the ideal policy, your workplace may want to begin by introducing a policy that ensures that food and beverages that meet the criteria for “Not Recommended” or “Sell/Offer Less” can not be used as a fundraiser.

Things to consider when drafting a policy:

Implementation

Think about how you will implement the policy. Employees and managers may need training to understand their role.

Timeline

Create a proposed timeline to implement the policy. Figure out what needs to be done and set a date for when it needs to be completed. For example, set a target date for the policy to come into effect. Propose dates for educating managers and employees about the policy before the proposed implementation date.

Consider the time needed to evaluate and enforce the policy. (A policy is only effective if it is enforced).

Communication

Think about how you will tell management and employees about the policy, so they are aware of their role.

How will you know if your policy is effective?

Think about how you will be able to tell if the policy is working or not. Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Were managers and employees educated about the policy?

See if the policy is effective.

- Are managers and employees following the policy?
- If people are not following the policy, why is this happening?
- Is the policy doing what it is supposed to do?
- Are there any unintended consequences as a result of the policy?

Example Policy 1: Non-Food Fundraisers

Introductory Statement [Employer name] is committed to supporting and promoting a healthy lifestyle.
Rationale/Objective/Purpose To ensure that workplace fundraisers support employees to live a healthy lifestyle and create a Healthy Workplace Nutrition Environment.
Scope The policy applies to all workplace departments, activities and events.
Definition “Food” includes all types of food and beverages, including alcohol.
Principles/Procedures/Requirements Only non-food related items or activities will be used to raise money in the workplace.
Guidelines Refer to Appendix A: **Ideas for Raising Money**
Responsibilities Management will: • Be familiar and follow through with their responsibilities under the [Policy]. • Ensure that the [Policy] is posted in the workplace in a visible and accessible spot. • Investigate and address incidents of non-compliance with the [Policy]. Employees will: • Be familiar with the [Policy] and follow through with their responsibilities.
Training and Information All managers will be provided with appropriate information and instruction on the contents of the [Policy].
Evaluation and Accountability Departments must periodically evaluate the implementation of this [Policy] and be able to demonstrate compliance.

Example Policy 2: Healthy Food and Beverage Fundraisers

Introductory Statement [Employer name] is committed to supporting and promoting a healthy lifestyle.
Rationale/Objective/Purpose To ensure that workplace fundraisers support employees to live a healthy lifestyle and create a Healthy Workplace Nutrition Environment.
Scope The policy applies to all workplace departments, activities and events.
Definition "Food" includes all types of food and beverages, including alcohol. Healthy food and beverages meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.
Principles/Procedures/Requirements Non-food fundraisers are preferred, however if food or beverages are used as a fundraiser, only healthy food and beverages will be used. If food and beverages are used as a fundraiser, safe food handling requirements must be followed.
Guidelines Refer to: Appendix A: **Ideas for Fundraisers** Appendix B: **Quick Guides for Healthier Food and Beverages** Appendix C: **Safe Food Handling Requirements** Appendix D: **Nutrition Standards for Workplaces©**

Responsibilities

Management will:

- Be familiar and follow through with their responsibilities under the [Policy].
- Ensure that the [Policy] is posted in the workplace in a visible and accessible spot.
- Investigate and address incidents of non-compliance with the [Policy].

Employees will:

- Be familiar with the [Policy] and follow through with their responsibilities.

Training and Information

All managers will be provided with appropriate information and instruction on the contents of the [Policy].

All managers and employees who are responsible for purchasing food for fundraisers will be educated on making healthier food and beverage choices that are compliant with the [Policy].

All managers and employees who are responsible for purchasing food for fundraisers will be educated on following safe food handling requirements.

Evaluation and Accountability

Departments must periodically evaluate the implementation of this [Policy] and be able to demonstrate compliance.

Check in With Management

Once the draft policy is ready, present it to relevant managers and decision-makers for approval.

Build Support for the Policy

It is important that stakeholders and decision-makers understand the need for a policy.[1] Focus messages on the link between the policy and eating a healthy diet. Use simple descriptions of solutions and emphasize that change is needed and desired.[1]

Prepare to counter arguments such as: the policy will be too costly; it is not the workplace's responsibility to restrict individual freedom; and there is a non-policy solution to the problem.[1]

Seek Feedback on the Draft Policy

Once management has approved the draft policy, ask for permission to get feedback from other managers and employees. This will help to increase support. It may also help you find out if your workplace is ready for change and what changes employees and managers are willing to accept.

Implement the Policy

Once the draft policy has been officially approved, you can implement the policy. Be sure to communicate any expected changes in behaviour to employees and managers so they can follow the policy.

Keep track of information that will help you to determine if your policy is effective.

Use the information that you collected for your evaluation to find out what worked and what did not work. You may need to create resources or provide additional training if your evaluation shows that the policy is not working properly.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, “Rethinking Healthy Eating in the Workplace” available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References:

1. The Health Communication Unit. The eight steps to developing a health promotion policy.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Food and Nutrition Policy: Celebrations

Why Create a Celebrations Policy?

Celebrations can be an important part of acknowledging workplace successes and important life milestones. However, if workplace celebrations occur frequently, and less healthy food and beverages are offered, celebrations may begin to compromise diet quality and overall health.[1-4]

It is important to balance celebrating achievements, milestones and seasons in the workplace with protecting employee health.

Even if your workplace does not currently celebrate with food and beverages, without a policy, things may change over time.

What is a Policy?

A policy defines acceptable and unacceptable behaviour. To be considered a policy, there needs to be a formal written statement that applies to the entire organization; that is enforceable. This means that the policy includes information on who is responsible to take action if the policy is not followed.

The policy should be clearly written to easily allow the workplace to determine if the policy is being followed.

Your workplace may choose to have a number of separate policy documents or one food and nutrition policy that contains several policy statements.

Having a policy that addresses food and beverages served at workplace celebrations ensures that managers and employees have clear guidance about when it's appropriate to offer food and beverages within the workplace as well as the type of food and beverages that are appropriate to serve.

Developing the Policy

Who to Involve

Ensure key decision-makers and stakeholders are part of the policy development process. Your policy should represent the needs of both the employers and employees.

Drafting a Policy

When to Offer Food and Beverages for Celebrations

Consider offering guidance that indicates when food and beverages are offered during workplace celebrations. For example, food-related celebrations should occur no more than once per month.

What to Offer During Workplace Celebrations

Consider adding a statement that indicates the proportion of healthier food and beverages that must be made available during celebrations. For example, only one food or beverage that meets the criteria for 'Not Recommended' will be offered during each celebration. At least one healthy choice should be available.

Considerations for Food Safety and Special Dietary Needs

If people who are attending the celebration are required to RSVP, then ask attendees to identify special dietary needs when they reply to the invitation.

Ensure that food safety recommendations are followed whenever food and beverages are served at workplace celebrations.

Things to consider when drafting a policy:

Implementation

Think about how you will implement the policy. Managers may need training to understand the policy and their role.

Employees may need to be educated on the policy.

Budget

Consider the resources that will be needed to implement the policy.

Consider the time needed to evaluate and enforce the policy. (A policy is only effective if it is enforced).

Timeline

Create a proposed timeline to implement the policy. Figure out what needs to be done and set a date for when it needs to be completed. For example, set a target date for the policy to come into effect. Propose dates for educating managers and employees about the policy before the proposed implementation date.

Communication

Think about how you will tell management and employees about the policy, so they are aware of their role.

How will you know if your policy is effective?

Think about how you will be able to tell if the policy is working or not. Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Were managers and employees who purchase food educated about the policy?

See if the policy is effective.

- Are managers and employees following the policy?
- If people are not following the policy, why is this happening?
- Is the policy doing what it is supposed to do?
- Are there any unintended consequences as a result of the policy?

Example Celebrations Policy:

Introductory Statement

[Employer name] is committed to supporting and promoting a healthy lifestyle.

Rationale/Objective/Purpose

To ensure that workplace celebrations support employees to live a healthy lifestyle and create a Healthy Workplace Nutrition Environment.

Scope

Celebrations covered under the policy include events where the workplace purchases food to acknowledge holidays, employee milestones or employee accomplishments. Occupation related recognition dates are also included under the policy if the workplace provides food.

Celebrations that are not included in the policy include celebrations where the workplace **does not** provide food or funds to purchase food.

Definition

"Food" includes all types of food and beverages.

Principles/Procedures/Requirements

1. Employees are asked to consider whether the celebration requires food or beverages.
2. If food and beverages are served in between meals, limit the number of items to one or two. At least one item should meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.
3. If a meal is served at least [minimum percentage] of the food and beverages offered will meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**. No more than one item that meets the criteria for "Not Recommended" will be served.
4. Celebration events where less healthy food is served should occur no more than once per month.
5. Tap water will be available at all workplace celebrations.
6. Attendees will be asked to identify special dietary needs when they are asked to RSVP to a celebration event where food is served.
7. Employees will follow safe food handling recommendations when food is served.

8. Food and beverages ordered for catered events should come from food service operators that are registered with and regularly inspected by the local public health agency and are in compliance with Regulation 562, “Food Premises,”. (Check with the local Public Health Agency).
9. Whenever food is offered at a celebration, washroom and hand washing facilities must be available.

Guidelines

Appendix A: **Reference Guides for Healthier Food and Beverages**

Appendix B: **Safe Food Handling Requirements**

Responsibilities

Management will:

- Be familiar and follow through with their responsibilities under the [Policy].
- Ensure that the [Policy] is posted in the workplace in a visible and accessible spot.
- Investigate and address incidents of non-compliance with the [Policy].

Employees will:

- Be familiar with the [Policy] and follow through with their responsibilities.

Training and Information

All managers will be provided with appropriate information and instruction on the contents of the [Policy].

All employees that are responsible for ordering and purchasing food for celebrations will be educated on purchasing food that is compliant with the [Policy].

All employees that are responsible for ordering and purchasing food for celebrations will be educated on following safe food handling recommendations.

Employees who organize celebrations should ask for attendees to identify special dietary needs when they RSVP for the event.

Evaluation and Accountability

Departments must periodically evaluate the implementation of this [Policy] and be able to demonstrate compliance. Management will deal with non-compliance to the [Policy].

Check in With Management

Once the draft policy is ready, present it to relevant managers and decision-makers for approval.

Build Support for the Policy

It is important that stakeholders and decision-makers understand the need for a policy.[5] Focus messages on the link between the policy and healthy eating. Use simple descriptions of solutions and emphasize that change is needed and desired.[5]

Prepare to counter arguments such as: the policy will be too costly, it is not the workplace's responsibility to restrict individual freedom and there is a non-policy solution to the problem.[5]

Seek Feedback on the Draft Policy

Once management has approved the draft policy, ask for permission to get feedback from other managers and employees. This will help to increase support. It may also help you find out if your workplace is ready for change and what changes employees and managers are willing to accept.

Implement the Policy

Once the draft policy has been officially approved, you can implement the policy. Be sure to communicate any expected changes in behaviour to employees and managers so they can follow the policy.

Keep track of information that will help you to determine if your policy is effective.

Use the information that you collected for your evaluation to find out what worked and what did not work. You may need to create resources or provide additional training if your evaluation shows that the policy is not working properly.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, "Rethinking Healthy Eating in the Workplace" available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References:

1. Rastmanesh R, Gluck ME. "Food offerings": A major factor impeding adherence with weight loss diets in overweight and obese individuals. Scientific Reports 2012;1:490.

2. Koningsbruggen GM, Stroebe W, Aarts H. Mere exposure to palatable food cues reduces restrained eaters' physical effort to obtain healthy food. Appetite 2012;58:593-596.

3. Hull HR, Radley D, Dinger MK, Fields DA. The effect of the Thanksgiving holiday on weight gain. Nutr J 2006 Nov 21;5:29.

4. Mackert M, Stanforth D, Garcia AA. Undermining of nutrition and exercise decisions: Experiencing negative social influence. Public Health Nurs 2011 Sep-Oct;28(5):402-410.

5. The Health Communication Unit. The eight steps to developing a health promotion policy.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Food and Nutrition Policy: Meetings and Events

Why Create a Meetings and Events Policy?

Workplace meetings and events offer a great opportunity to demonstrate your commitment to employee health and well-being. Developing a policy that provides guidance on appropriate food and beverages to serve during meetings and events can create a Healthy Workplace Nutrition Environment. This ensures that your workplace takes steps to make it easier for employees to make healthy choices, which can help lower the risk of developing nutrition-related chronic conditions. Offering healthier food may also help employees who are managing nutrition-related medical conditions such as diabetes or high blood pressure.

Alternatively, convenient access to less healthy food and beverages during meetings and events makes it harder for employees to eat well.[1] Food that is offered to employees above and beyond what they normally consume in a workday, may contribute to the development of nutrition-related chronic conditions.[2,3] Food presented during a meeting may also make it more difficult for employees to concentrate on work.[4]

Even if your workplace does not currently provide food and beverages during meetings and events, without a policy, things may change over time.

What is a Policy?

A policy defines acceptable and unacceptable behaviour. To be considered a policy, there needs to be a formal written statement that applies to the entire organization; that is enforceable. This means that the policy includes information on who is responsible to take action if the policy is not followed.

The policy should be clearly written to easily allow the workplace to determine if the policy is being followed.

Your workplace may choose to have a number of separate policy documents or one food and nutrition policy that contains several policy statements.

Having a policy that addresses food and beverages served at workplace meetings and events ensures that managers and employees have clear guidance about when it's appropriate to offer food and beverages within the workplace as well as the type of food and beverages that are appropriate to serve.

Developing the Policy

Who to Involve

Ensure key decision-makers and stakeholders are part of the policy development process. Your policy should represent the needs of both the employers and employees.

Drafting a Policy

When to Offer Food and Beverages During Meetings and Events

Consider offering guidance that indicates when food and beverages are offered during workplace meetings and events. For example "food and beverage are only offered during meetings and events that occur during traditional meal times such as breakfast, lunch and dinner".

What to Offer During Meetings and Events

Consider adding a statement that indicates the proportion of healthier food and beverages that must be made available during meetings and events. For example, only food and beverages that meet the criteria for 'Maximum Nutrition Value' or 'Sell/Offer Most' will be offered during meetings and events. Tap water should be available at all meetings and events.

Considerations for Food Safety and Special Dietary Needs

If people who are attending the event are required to RSVP, then ask attendees to identify special dietary needs when they reply to the invitation.

Ensure that food safety recommendations are followed whenever food and beverages are served at workplace meetings and events.

Things to consider when drafting a policy:

Implementation

Think about how you will implement the policy. Managers may need training to understand the policy and their role.

Employees who order food and beverages for meetings or events should be trained to make it easier for them to follow the policy.

Budget

Consider the resources that will be needed to implement the policy. For example, will there be increased costs associated with serving food that meets the criteria for "Maximum Nutrition Value" or "Sell/Offer Most"?

Consider the time needed to evaluate and enforce the policy. (A policy is only effective if it is enforced).

Timeline

Create a proposed timeline to implement the policy. Figure out what needs to be done and set a date for when it needs to be completed. For example, set a target date for the policy to come into effect. Propose dates for educating managers and employees about the policy before the proposed implementation date.

Communication

Think about how you will tell management and employees about the policy, so they are aware of their role.

How will you know if your policy is effective?

Think about how you will be able to tell if the policy is working or not. Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Were managers and employees who purchase food educated about the policy?

See if the policy is effective.

- Are managers and employees following the policy?
- If people are not following the policy, why is this happening?
- Is the policy doing what it is supposed to do?
- Are there any unintended consequences as a result of the policy?

Example Meetings and Events Policy:

Introductory Statement

[Employer name] is committed to supporting and promoting a healthy lifestyle.

Rationale/Objective/Purpose

To ensure that workplace meetings and events support employees to live a healthy lifestyle and create a Healthy Workplace Nutrition Environment.

Scope

The policy applies to all workplace departments, meetings and events.

Definition

"Food" includes all types of food and beverages.

Principles/Procedures/Requirements

1. Employees are asked to consider not offering food and beverages during meetings and events outside of traditional meal times. For example, in-between breakfast and lunch.
2. Tap water will be available at all workplace meetings and events.
3. If food and beverages are served, at least [minimum percentage] of the food and beverages offered will meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.
4. Attendees will be asked to identify special dietary needs when they are invited to any meetings or events where food is served.
5. Employees will follow safe food handling recommendations when food is served.
6. Food and beverages ordered for catered events should come from food service operators that are registered with and regularly inspected by the local public health agency and are in compliance with **Regulation 562, "Food Premises"**. (Check with the local Public Health Agency).
7. Whenever food is offered at a meeting or event, washroom and hand washing facilities must be available.

Guidelines

Appendix A: **Quick Reference Guides for Healthier Food and Beverages**

Appendix B: **Meetings and Events Checklist**

Appendix C: **Safe Food Handling Requirements**

Responsibilities

Management will:

- Be familiar and follow through with their responsibilities under the [Policy].
- Ensure that the [Policy] is posted in the workplace in a visible and accessible spot.
- Investigate and address incidents of non-compliance with the [Policy].

Employees will:

- Be familiar with the [Policy] and follow through with their responsibilities.

Training and Information

All managers will be provided with appropriate information and instruction on the contents of the [Policy].

All managers, supervisors, and employees that are responsible for ordering and purchasing food and beverages during meetings and events will be educated on making healthier food and beverage choices that are compliant with the [Policy].

All managers, supervisors and employees that are responsible for ordering and purchasing food and beverages during meetings and events will be educated on following safe food handling recommendations.

All managers, supervisors and employees that are responsible for ordering and purchasing food and beverages during meetings and events, will ensure that special dietary needs are addressed.

Evaluation and Accountability

Departments must periodically evaluate the implementation of this [Policy] and be able to demonstrate compliance. Management will deal with non-compliance to the [Policy].

Check in With Management

Once the draft policy is ready, present it to relevant managers and decision-makers for approval.

Build Support for the Policy

It is important that stakeholders and decision-makers understand the need for a policy.[5] Focus messages on the link between the policy and healthy eating. Use simple descriptions of solutions and emphasize that change is needed and desired.[5]

Prepare to counter arguments such as: the policy will be too costly, it is not the workplace's responsibility to restrict individual freedom and there is a non-policy solution to the problem.[5]

Seek Feedback on the Draft Policy

Once management has approved the draft policy, ask for permission to get feedback from other managers and employees. This will help to increase support. It may also help you find out if your workplace is ready for change and what changes employees and managers are willing to accept.

Implement the Policy

Once the draft policy has been officially approved, you can implement the policy. Be sure to communicate any expected changes in behaviour to employees and managers so they can follow the policy.

Keep track of information that will help you to determine if your policy is effective.

Use the information that you collected for your evaluation to find out what worked and what did not work. You may need to create resources or provide additional training if your evaluation shows that the policy is not working properly.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, "Rethinking Healthy Eating in the Workplace" available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

References:

1. Payne N, Jones F, Harris PR. Employees' perceptions of the impact of work on health behaviours. J Health Psychol 2013 Jul;18(7):887-899.

2. Hill JO, Peters JC, Wyatt HR. Using the energy gap to address obesity: A commentary. J Am Diet Assoc 2009 Nov;109(11):1848-1853.

3. Hill JO. Can a small-changes approach help address the obesity epidemic? A report of the Joint Task Force of the American Society for Nutrition Institute of Food Technologists, and International Food Information Council. Am J Clin Nutr 2009;89:477-484.

4. Cohen D, Farley TA. Eating as an automatic behavior. Prev Chronic Dis 2008 Jan;5(1):A23.

5. The Health Communication Unit. The eight steps to developing a health promotion policy.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health
La société ontarienne des professionnel(le)s de la nutrition en santé publique

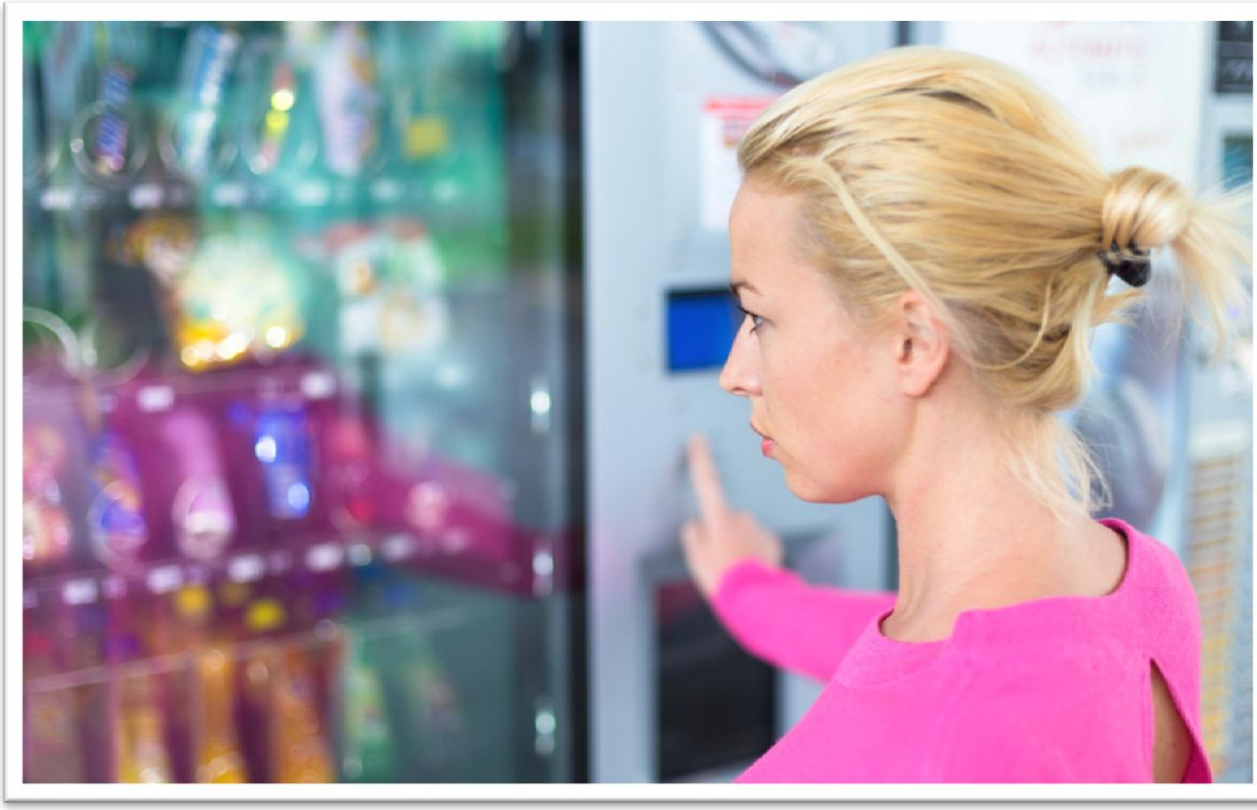
Food and Nutrition Policy: Vending Machines

Why Create a Vending Machine Policy?

A vending machine policy can help to improve employee diet quality by making sure that healthy choices are available and promoted in the workplace.[1] The policy ensures that any changes that are made are sustainable and enforceable.

Vending machines can promote poor diet quality as they commonly offer tempting, less healthy food and beverages.[1,2] Research suggests that having a vending machine filled with tempting food or beverages can motivate people to eat, even when they are not hungry.[3-11] Healthy choices do not motivate people to eat the same way as less healthy food and beverages.[20-23]

Over time, promoting a less healthy eating pattern can cause poor physical[1,12,13] and mental[14,15] health, as well as a reduced quality of life for employees.[16] This can cause significant financial losses for workplaces, due to increased sick time, lower productivity and higher medical costs.[16-19]



What is a Policy?

A policy defines acceptable and unacceptable behaviour. To be considered a policy, there needs to be a formal written statement that applies to the entire organization; that is enforceable. This means that the policy includes information on who is responsible to take action if the policy is not followed.

The policy should be clearly written to easily allow the workplace to determine if the policy is being followed.

Having a policy or contract that addresses food and beverages sold in workplace vending machines ensures that people who stock the machine know what types of products to include as well as the price and placement of healthier items.

Vending Machine Policies

The vending machine policy will specify what type of food or beverages are allowed in the machine, the proportion of healthier choices as well as the price, placement and promotion of items in the machines.

Your vending machine policy may apply to internal employees who stock the machine.

In the event that your workplace has machines that are operated by an outside company, your policy will apply to the Request for Proposal (RFP) process. When your workplace puts out an RPF to get companies to bid on your workplace's business the contents of the vending machine policy will be included (e.g., nutrition standards). In addition, the requirements of the policy will also be included as part of the contract. This ensures that your vending machine policy is enforceable, even though the vending machines are operated by an outside company.

Things to Consider Before Drafting a Policy

Decide if Your Workplace Needs a Vending Machine

Decide whether a vending machine is needed in your workplace before proceeding with a policy. Consider whether employee needs can be met with a water fountain, a kitchenette or other food service options.

Build Support for the Policy

It is important that stakeholders and decision-makers understand the need for a policy or contract.[24] Focus messages on the link between the policy and healthy eating. Use simple descriptions of solutions and emphasize that change is needed and desired.[24]

Prepare to counter arguments such as: the policy will be too costly, it is not the workplace's responsibility to restrict individual freedom and there is a non-policy solution to the problem.[24]

Decision-makers or stakeholders may suggest an education approach to enable employees to make healthier choices without making changes to the vending machines. Research shows that most of the improvements in diet quality happen through changes in policy rather than through educating individuals.[13] If your workplace is serious about improving employee diet quality, a policy is needed in addition to educating employees and their families.[25]

If you are having difficulty convincing decision-makers and stakeholders to move ahead with a policy, you can suggest a trial vending pilot. This will help to see how things go before the changes become permanent.

A pilot can help to identify implementation problems such as difficulty in accessing healthier options for the machines. Concerns related to profits can be alleviated by comparing profits before and during the pilot.

The pilot should run for several months to get a sense of how employees respond to the changes long-term.

Decide on Workplace Priorities

Selling less healthy food in vending machines may seem to be profitable for workplaces. However, long term costs related to poor employee health can outweigh short term profits.

The most common barrier to changing vending machines is fear of losing profits.[1] A systematic review found that increasing the availability of healthier items does not necessarily affect sales volume or profits.[1]

In the case that vending machine profits are negatively affected, your workplace may face a decision between profits from vending machines or promoting health and productivity in the workplace. The committee may want to discuss other ways to make money to replace any losses that happen as a result of changes to the vending machines.

Components of a Vending Machine Policy

A policy or contract should contain the following sections to ensure that healthier choices are available and are strategically priced and promoted.

What to Offer in the Vending Machine

Use the **Vending Machine Assessment Tool** or the method described in the **Vending Machine** factsheet to figure out the current proportion of healthier items in the machine. Once you know how many healthier options are currently available, your workplace can set a target to increase the percentage of healthier options in the machines.

The ideal vending machine contains at least 80 per cent of options from the "Maximum Nutritional Value" or "Sell/Offer Most" categories and no more than 20 per cent from the "Sell/Offer Less" category in the **Nutrition Standards for Workplaces©**. However, you may find that your workplace is currently selling only five or ten percent healthier choices. In this case you may want to start with a target of 50 per cent healthier choices and increase the target in stages over time. For example, the target for the first year is 50 per cent of the items in the machine meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most", 75 per cent in the third year and 100 per cent in the fifth year.

Pricing

The most effective way to encourage the sale of healthier items is to decrease the price of healthier items and increase the price of less healthy items.[1]

If you are communicating with employees about pricing, make sure to emphasize that the pricing changes make it easier for employees to make a choice, rather than being a deterrent, tax or punishment for making less healthy choices.[26]

Placement

Promote healthier items by placing them at eye level or first in the order of selection. See the **Vending Machine** factsheet for an example diagram that you may want to develop to help employees or external companies fill the vending machine.

Marketing

Consider restricting the advertising of less healthy food and beverages related to your vending machines. For example, promotional materials and the decals on the machines should not promote less healthy options such as salty snacks, chocolate, candy or sweetened beverages.

Food Safety

Ensure that food safety recommendations are followed whenever food and beverages are served in workplace vending machines. This is especially important for vending machines that contain refrigerated or frozen products. Ensure that the policy considers product expiry dates for all items.

Special Dietary Needs

Ensure that vending machines are stocked with products that consider the needs of all the employees in your workplace. For example, nut-free, dairy free, vegetarian, low-sodium, etc. Use the **Sample Survey Questions** as a guide to ask employees about the types of food and beverages that they would like in the vending machines.

Taste Test

People may avoid buying items that are not familiar to them.[27] It is important to offer employees an opportunity to try any new items in the machine. This can make it more likely that people will purchase the new items and can also help to decide which items to stock in the machine based on employee preferences.

Considerations for Policy Implementation

Think about how you will implement the policy and what will be needed to make it a success.

Dealing with Resistance

When steps are taken to change the vending machine, it may be upsetting for some people. Research shows this type of reaction is a normal part of change process, as people often resist any change that appears to reduce personal choice. [26,28]

Healthier choices are often hard to find while less healthy options are widely available. People are used to vending machines being filled with less healthy options. They may not realize that they only have access to less healthy options and already have restrictions placed on their personal choices.

People may initially refuse to use the machine but in time, it is likely that the changes will be accepted and people will start to use the machine again.

Communication

When communicating with employees, focus on how the workplace is increasing employees' ability to choose. For example, highlight how the contract with the current company has expired so your workplace is going through the standard RFP process to find an operator that can best serve your workplace. Also, focus on how your workplace is looking to expand the variety of options and have employees sample and provide feedback on new products.

Avoid focusing communications on employee health or what has been removed from the machines.

Timelines

Create a proposed timeline to implement the policy. Figure out what needs to be done and set a date for when it needs to be completed. For example, set a target date for the policy to come into effect. Propose dates for educating managers and employees about the policy before the proposed implementation date.

If you are implementing a contract, it will take time to develop the Request for Proposal, to complete the bidding process and to develop the contract. This process can take months, so it is helpful to begin planning at least a year before your current contract expires.

Time Resources

Consider the time needed to develop a plan for internal employees or an external vending operator to follow.

Time will also be needed to audit the machine a few times each year to ensure that internal employees or the external vending operator is following the policy or contract. A policy is only effective if it is enforced.

Training

The employee or manager who is responsible for enforcing the policy may need training to understand their role and the details of the policy.

Ideally, employees or external operators will be trained on the policy or contract to ensure that they understand what is expected. It may also be helpful to develop a diagram to assist people filling the machine. The diagram should have specific instructions for product types, placement and pricing.

Accessing Healthier Options

Sourcing healthier options for vending machines can be a challenge. It may take more time for employees to find and purchase healthier options, especially if they are not available through the usual supplier.

If you are working with an external vendor, you will need to have a conversation with them to find out what they can access through their suppliers. Some external vendors work with Ontario schools and will have access to healthier options, as the **Nutrition Standards for Workplaces©** are aligned with Ontario's PPM 150 School Food and Beverage Policy.

How will you know if your policy is effective?

Think about how you will be able to tell if the policy is working or not. Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Has the vending machine been audited?
- Were there any successes in the implementation process?
- Were there any challenges in the implementation process?

See if the policy is effective.

- Is the vending machine being stocked as desired?
- If people are not following the policy or contract, why is this happening?
- Is the policy or contract doing what it is supposed to do?
- Are employees satisfied with the vending machines?
- Are safe food handling practices being followed?
- If safe food handling practices are not being followed, why is this happening?
- Have profits been affected by the change?
- Are employees buying healthier options?
- Is the policy or contract doing what it is supposed to do?
- Are there any unintended consequences as a result of the policy?

Developing a Policy

Who to Involve

Ensure key decision-makers and stakeholders are part of the policy development process. Your policy should represent the needs of both the employers and employees. Employees or external companies that stock the machine will need to be part of the conversation.

In the event that your workplace uses an external vendor, you will need to work with any departments that typically put out the RFPs. This may include Human Resources, Facilities, Purchasing or another department.

Check in With Management

You will also need the support of senior management to facilitate the changes.

Once the draft policy is ready, present it to relevant managers and decision-makers for approval.

Implement the Policy

Once the draft policy has been officially approved, you can move forward to the implementation phase.

Keep track of information that will help you to determine if the policy is effective. Use the information that you collected for your evaluation to find out what worked and what did not work. You may need to create resources or provide additional training if your evaluation shows that the policy is not working properly.

Example Vending Machine Policy:

Introductory Statement

[Employer name] is committed to supporting and promoting a healthy lifestyle.

Rationale/Objective/Purpose

To ensure that workplace vending machines support employees to live a healthy lifestyle and create a Healthy Workplace Nutrition Environment.

Scope

The policy applies to vending machines in [your workplace].

Definition

"Food" includes all types of food and beverages.

Principles/Procedures/Requirements

1. At least [minimum percentage] of snacks in vending machine should meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.
2. Items that do not meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" will be priced at least $0.50 higher than comparable items that meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most". For example, chocolate bars will be priced at least $0.50 more than snack bars that meet the healthier criteria.
3. Items that meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" will be placed first in the machine or at eye level.
4. Signage on the machines will not include images or brands that do not meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most".
5. Sales data will be collected on a monthly basis.
6. Healthier items that are not performing well should be replaced with comparable healthier items that meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most".
7. Food and beverages will be handled according to safe food handling recommendations. This includes ensuring that all products in the vending machine have not exceeded their best before expiry dates.

Guidelines

Appendix A: **Reference Guides for Healthier Food and Beverages**

Appendix B: **Vending Machine Diagram**

Appendix C: **Safe Food Handling Requirements**

Responsibilities

Management will:

- Be familiar and follow through with their responsibilities under the [Policy].
- Ensure that the [Policy] is posted in the workplace in a visible and accessible spot.
- Investigate and address incidents of non-compliance with the [Policy].

Employees who stock the machines will:

- Be familiar with the [Policy] and follow through with their responsibilities.

Training and Information

Managers and employees who are responsible for the machines will receive training on the **Nutrition Standards for Workplaces©**, the diagram for stocking the machine and the Reference Guide for Healthier Food and Beverages.

Managers will be trained to use the **Vending Machine Assessment Tool** to assist in the auditing process.

Evaluation and Accountability

[A Manager] will audit the machines [three times] each year to ensure compliance. Management will deal with non-compliance to the [Policy].

Developing a Request for Proposal

Who to Involve

Ensure key decision-makers and stakeholders are part of the policy development process. This may include a purchasing department and a legal department.

If you have an existing external vending machine operator, you may want to include them in the discussion.

Current Contract

If your workplace currently has a contract with a vending machine operator, you may need to wait until the contract term is up before awarding a new contract.

There may be wording in your existing contract that allows your workplace to end the contract earlier, if desired.

If you have other retail food services in your workplace, you may want to wait until the contract for those services has expired and then put out a larger RFP for retail food services and vending.

It will take time to develop the RFP, to complete the bidding process and to develop the contract. This process can be lengthy, so it is helpful to begin planning at least a year before your current contract expires.

What to Include in the RFP and Contract

Include any key requirements in both the RFP and the final legal contract between your workplace and the vending operator. If the requirements are not stated in both the RFP and the contract, an operator could potentially be the successful bidder but not be required to follow through on the requirements in the proposal.

Process for Addressing Changes

The legal agreement should outline the process for addressing requested changes to any standards or requirements. For example, both parties will submit any desired change to the other party in writing. Both parties will agree on the changes before they can take effect.

Specific Nutrition Standards

Include the **Nutrition Standards for Workplaces©** in your RFP as a schedule or appendix. Using the **Nutrition for Standards for Workplaces©** as the criteria to categorize food ensures that there are no misunderstandings. For example, if the term 'healthier choices' is used without a clear definition, it is open to interpretation by the vending operator. Without using objective nutrition standards, you may receive products that are marketed as healthier but have undesirable nutritional qualities.

Proportion

Include requirements for the proportion of food and beverages that meet the criteria for "Maximum Nutritional Value" and "Sell/Offer Most" in the **Nutrition Standards for Workplaces©.**

Pricing

State your workplace's requirements for a pricing differential between healthier items and items that meet the criteria for "Sell/Offer Less" or "Not Recommended" (in the event that your workplace continues to provide these options). For example, less healthy options should be priced at least $0.50 more than healthier comparable options. (A chocolate bar should be priced at $1.75 if a healthier granola bar is priced at $1.25.)

Placement

Describe requirements for placing healthier options in strategic locations so that they are seen first by employees. For example, healthier options should be at eye level or placed first in the order of selections.

Evaluating the RFP

Think about how important each part of the Proposal is to your workplace. Create an evaluation for the Proposals while you are drafting the RFP. Weight each section based on the importance. For example, you may want to make the percentage of profits for the workplace one component of the evaluation, such as 10 per cent, rather than choosing a company that can offer the highest percentage of profits.

Other considerations:

- Include an interview and taste test of the products the operator can offer. This will help your get to know the operator better and try out the types of food and beverages they can offer.
- Inquire where the operator gets their food and beverages. Some operators may have difficulty purchasing healthier products for vending machines through their existing supplier.
- Ask how the vendor would manage any profit losses as a result of the introduction of healthier items and removal of less healthy items. You may also want to ask if they have dealt with this situation in the past.
- Offer a sample contract with the RFP for bidding operators to provide comments. As part of the evaluation criteria, consider how willing an operator is to sign the proposed contract.

Check in With Management

Once the draft RFP is ready, present it to relevant managers and decision-makers for approval.

Implement the RFP Bidding Process and Contract

Once the draft Request for Proposal has been officially approved, you can move forward to the RFP bidding process to award the contract.

Advertise the RFP through various channels to increase the likelihood that you will get the operator that best suits your workplace's needs. Consider food service newsletters, magazines or websites.

Once the contract is in place, keep track of information that will help you to determine if it is effective.

Use the information that you collected for your evaluation to find out what worked and what did not work. You may need to create resources or provide additional training if your evaluation shows that the contract is not working properly.

Examples:

Healthy Schools BC

Sample School District Vending Machine Services RFP.

The following Request for Proposal is for school boards in British Columbia who are required to follow nutrition standards implemented by their Provincial Government:

http://www.healthyschoolsbc.ca/program/403/sample-school-district-vending-machine-services-rfp

ChangeLab Solutions

Model Healthy Municipal Snack and Beverage Vending Agreement

The following example agreement is for Municipalities to hire a vending operator, based on permitted food and beverages.

http://cspinet.org/nutritionpolicy/Healthy-Vending-Agreement.doc

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, "Rethinking Healthy Eating in the Workplace" available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

The OSNPPH Workplace Nutrition Advisory Group thanks Peel Public Health for their assistance in the creation of this fact sheet.

References:

1. Grech A, Allman-Farinelli M. A systematic literature review of nutrition interventions in vending machines that encourage consumers to make healthier choices. Obes Rev 2015;16:1030-1041.

2. Lawrence S, Boyle M, Craypo L, Samuels S. The food and beverage vending environment in health care facilities participating in the healthy eating, active communities program. Pediatrics 2009 Jun;123 Suppl 5:S287-92.

3. Larsen JK, Hermans RC, Engels RC. Food intake in response to food-cue exposure. Examining the influence of duration of the cue exposure and trait impulsivity. Appetite 2012 Jun;58(3):907-913.

4. Levitsky DA, Pacanowski CR. Free will and the obesity epidemic. Public Health Nutr 2011 Sep 19:1-16.

5. Lawrence NS, Hinton EC, Parkinson JA, Lawrence AD. Nucleus accumbens response to food cues predicts subsequent snack consumption in women and increased body mass index in those with reduced self-control. Neuroimage 2012 Jul 6;63(1):415-422.

6. Appelhans BM, Woolf K, Pagoto SL, Schneider KL, Whited MC, Liebman R. Inhibiting food reward: Delay discounting, food reward sensitivity, and palatable food intake in overweight and obese women. Obesity (Silver Spring) 2011 Nov;19(11):2175-2182.

7. Alonso-Alonso M, Woods SC, Pelchat M, Grigson PS, Stice E, Farooqi S, et al. Food reward system: current perspectives and future research needs. Nutr Rev 2015 May;73(5):296-307.

8. Liu Y, von Deneen KM, Kobeissy FH, Gold MS. Food addiction and obesity: Evidence from bench to bedside. J Psychoactive Drugs 2010 Jun;42(2):133-145.

9. Hehebrand J, Albayrak O, Adan R, Antel J, Dieguez C, de Jong J, et al. "Eating addiction", rather than "food addiction", better captures addictive-like eating behavior. Neuroscience and Biobehavioral Reviews 2014;47:295-306.

10. Goldfield GS, Lumb AB, Colapinto CK. Relative reinforcing value of energy-dense snack foods in overweight and obese adults. Can J Diet Pract Res 2011 Winter;72(4):170-174.

11. Epstein LH, Leddy JJ, Temple JL, Faith MS. Food reinforcement and eating: A multilevel analysis. Psychol Bull 2007 Sep;133(5):884-906.

12. Micha R, Kalantarian S, Wirojratana P, Byers T, Danaei G, Elmadfa I, et al. Estimating the global and regional burden of suboptimal nutrition on chronic disease: Methods and inputs to the analysis. Eur J Clin Nutr 2012 Jan;66(1):119-129.

13. Wang DD, Li Y, Chiuve SE, Hu FB, Willett WC. Improvements In US Diet Helped Reduce Disease Burden And Lower Premature Deaths, 1999-2012; Overall Diet Remains Poor. Health Aff (Millwood) 2015 Nov 1;34(11):1916-1922.

14. Quirk SE, Williams LJ, O'Neil A, Pasco JA, Jacka FN, Housden S, et al. The association between diet quality, dietary patterns and depression in adults: A systematic review. BMC Psychiatry 2013 Jun 27;13(1):175-244X-13-175.

15. Akbaraly TN, Brunner EJ, Ferrie JE, Marmot MG, Kivimaki M, Singh-Manoux A. Dietary pattern and depressive symptoms in middle age. Br J Psychiatry 2009 Nov;195(5):408-413.

16. Maes L, Van Cauwenberghe E, Van Lippevelde W, Spittaels H, De Pauw E, Oppert JM, et al. Effectiveness of workplace interventions in Europe promoting healthy eating: a systematic review. Eur J Public Health 2012 Oct;22(5):677-683.

17. Henke RM, Carls GS, Short ME, Pei X, Wang S, Moley S, et al. The relationship between health risks and health and productivity costs among employees at Pepsi Bottling Group. J Occup Environ Med 2010 May;52(5):519-527.

18. Mitchell RJ, Bates P. Measuring health-related productivity loss. Popul Health Manag 2011 Apr;14(2):93-98.

19. Jensen JD. Can worksite nutritional interventions improve productivity and profitability? A literature review. Perspectives in Public Health 2011;131(4):184-192.

20. Schur EA, Kleinhans NM, Goldberg J, Buchwald D, Schwartz MW, Maravilla K. Activation in brain energy regulation and reward centers by food cues varies with choice of visual stimulus. Int J Obes (Lond) 2009 Jun;33(6):653-661.

21. Ifland JR, Preuss HG, Marcus MT, Rourke KM, Taylor WC, Burau K, et al. Refined food addiction: A classic substance use disorder. Med Hypotheses 2009 May;72(5):518-526.

22. Avena NM, Rada P, Hoebel BG. Sugar and fat bingeing have notable differences in addictive-like behavior. J Nutr 2009 Mar;139(3):623-628.

23. Stice E, Yokum S, Blum K, Bohon C. Weight gain is associated with reduced striatal response to palatable food. J Neurosci 2010 Sep 29;30(39):13105-13109.

24. The Health Communication Unit. The eight steps to developing a health promotion policy.

25. Kahn-Marshall JL, Gallant MP. Making healthy behaviors the easy choice for employees: a review of the literature on environmental and policy changes in worksite health promotion. Health Educ Behav 2012 Dec;39(6):752-776.

26. Just DR, Hanks AS. The hidden cost of regulation: Emotional responses to command and control. American Journal of Agricultural Economics 2015;97(5):1385-1399.

27. Barrena R, Sánchez M. Neophobia, personal consumer values and novel food acceptance. Food Quality and Preference 2013;27(1):72-84.

28. Botti S, McGill AS. The locus of choice: Personal causality and satisfaction with hedonic and utilitarian decisions. The Journal of Consumer Research 2011;37(6):1065-1078.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique

Food and Nutrition Policy: Retail Settings

Why Create a Policy for Retail Settings?

Studies show that improving the nutritional quality of food and beverages sold to employees can improve diet quality.[1-7] Promoting healthy eating in the workplace can promote good health which may prevent financial losses for workplaces, due to sick time, productivity losses and medical costs.[8-11]

A retail settings policy can ensure that any changes that are made are sustainable and enforceable.

What is a Policy?

A policy defines acceptable and unacceptable behaviour. To be considered a policy, there needs to be a formal written statement that applies to the entire organization; that is enforceable. This means that the policy includes information on who is responsible to take action if the policy is not followed.

The policy should be clearly written to easily allow the workplace to determine if the policy is being followed.

Having a policy or contract that addresses food and beverages sold in workplace retail settings ensures that people who operate retail food settings in your workplace know what types of products to include as well as the price and placement of healthier items.

Retail Food Service Policies

The retail food services policy will specify the type of food or beverages that are allowed, the proportion of healthier choices as well as the price, placement and promotion of items in the retail setting.

Your retail food service policy may apply to internal employees who operate your food services.

In the event that your workplace has an external food service company that operates your retail setting, your policy will apply to the Request for Proposal (RFP) process. When your workplace puts out an RPF to get companies to bid on your workplace's business the contents of the policy will be included. In addition, the requirements of the policy will also be included as part of the contract. This ensures that your retail policy is enforceable, even though the food services are operated by an outside company.

Things to Consider Before Drafting a Policy

Build Support for the Policy

It is important that stakeholders and decision-makers understand the need for a policy or contract.[12] Focus messages on the link between the policy and healthy eating. Use simple descriptions of solutions and emphasize that change is needed and desired.[12]

Prepare to counter arguments such as: the policy will be too costly, it is not the workplace's responsibility to restrict individual freedom and there is a non-policy solution to the problem.[12]

Decision-makers or stakeholders may suggest an education approach to enable employees to make healthier choices without making changes to the food that is sold to employees. Research shows that most of the improvements in diet quality happen through changes in policy rather than through educating individuals.[13] If your workplace is serious about improving employee diet quality, a policy approach is needed in addition to educating employees and their families.[14]

If you are having difficulty convincing decision-makers and stakeholders to move ahead with a policy, you can suggest a pilot. This will help to see how things go before the changes become permanent.

A pilot can help to identify implementation problems such as difficulty in accessing healthier options, difficulty preparing healthier items, etc. Concerns related to profits can be alleviated by comparing profits before and during the pilot.

The pilot should run for several months to get a sense of how employees respond to the changes over a longer time period.

Decide on Workplace Priorities

Current retail food settings may seem to be profitable for workplaces. However, long-term costs related to poor employee health can outweigh short term profits.

In the case that profits are negatively affected, your workplace may need to discuss a plan to address this issue. The committee, decision-makers and stakeholders may want to discuss other ways to make money to replace any losses.

Components of a Retail Settings Policy or Contract

A policy or contract should contain the following sections to ensure that healthier choices are available and are strategically priced and promoted.

What to Offer

Use the **Retail Settings Assessment Tool** or the method described in the **Retail Settings** factsheet to assess the current proportion of healthier items each retail setting. Once you know how many healthier options are currently available, your workplace can set a target to increase the percentage of food and beverages that fall into the "Maximum Nutritional Value" or "Sell/Offer Most" categories in the **Nutrition Standards for Workplaces©**.

Use the information about the proportion of healthier food currently available in the retail setting as baseline data.

The ideal retail food setting ensures that 80 per cent of items meet the criteria for the "Maximum Nutritional Value" or "Sell/Offer Most" categories, and offers no more than 20 per cent from the "Sell/Offer Less" category.

Pricing

Price appears to be one of the most effective ways to promote healthier food and beverages.[15-20]

At a minimum, make sure that healthier options are the same price as other options. Ideally healthier items will cost at least $0.50 less than other options. For example, a snack that meets the criteria for “Maximum Nutritional Value” should be at least $0.50 less expensive that a snack that meets the criteria for “Sell/Offer Less” or “Not Recommended”.

If it is not possible to subsidize the price of the healthier option, you can also increase the price of comparable items that fall into the “Sell/Offer Less” or “Not Recommended” categories.

If you are communicating with employees about pricing, make sure to emphasize that the pricing changes make it easier for employees to make a choice, rather than being a deterrent, tax or punishment for making less healthy choices.[21]

Placement

Ensure that the healthiest items are the most visible in the retail space and that they are the most convenient to purchase.

Place healthier items in influential purchasing locations such as eye level on shelves, at the end of aisles and at the check out stations.

Special Dietary Needs

Ensure that food sold in retail settings considers the needs of all the employees in your workplace. For example, options should be available such as nut-free, dairy free, vegetarian, low-sodium, etc.

Use the **Sample Survey Questions** as a guide to ask employees about the types of food and beverages that they would like in retail settings.

Provide ingredient information about the food you are serving. This will allow people to identify allergens or ingredients that they must avoid.

Food Safety

Employees have the right to assume that food offered and sold in the workplace is safe to eat. Workplaces can prevent food poisoning by adopting safe food handling, storage and preparation practices.

Your policy should require that at least one full-time staff member has current Safe Food Handling certification.

Local Food

As part of your policy, you may want to include a requirement to ensure that a minimum percentage of the food and beverages is locally sourced from Ontario.

Meal Take Away

Consider adding a requirement for a take-away dinner program. One study showed that this type of service improved the nutritional quality of employees' diets,[22] and may help to boost revenues.

Considerations for Policy Implementation

Think about how you will implement the policy and what will be needed to make it a success.

Food Skills

Food service employees must have skills to enable them to prepare food in a healthier way. Your policy or contract should ensure that whoever is responsible for operating retail food services in your workplace has the food skills necessary to make high quality food that meets the criteria for “Maximum Nutritional Value” or “Sell/Offer Most”.

Dealing with Resistance

When steps are taken to change retail food settings, it may be upsetting for some people. Research shows this type of reaction is a normal part of change process, as people often resist any change that appears to reduce personal choice. [21,23]

Healthier choices are often hard to find while less healthy options are widely available. People are used to food service settings that provide mostly less healthy options. They may not realize that they only have access to less healthy options and already have restrictions placed on their personal choices.

People may initially refuse to use retail setting but in time, it is likely that the changes will be accepted and people will start to purchase food again.

Communication

When communicating with employees, focus on how the workplace is increasing employees’ ability to choose. For example, highlight how the contract with the current company has expired so your workplace is going through the standard RFP process to find an operator that can best serve your workplace. Also, focus on how your workplace is looking to expand the variety of options.

Avoid focusing communications on employee health or what has been removed from the retail environment.

Timelines

Create a proposed timeline to implement the policy. Figure out what needs to be done and set a date for when it needs to be completed. For example, set a target date for the policy to come into effect. Propose dates for educating managers and employees about the policy before the proposed implementation date.

If you are implementing a contract, it will take time to develop the Request for Proposal, to complete the bidding process and to develop the contract. This process can take months, so it is helpful to begin planning at least a year before your current contract expires.

Time Resources

Consider the time needed to develop a plan for internal employees or an external company to follow.

Time will also be needed to audit the retail setting a few times each year to ensure that internal employees or the external operator is following the policy or contract. A policy is only effective if it is enforced.

Training

The employee or manager who is responsible for enforcing the policy may need training to understand their role and the details of the policy.

Ideally, employees or external operators will be trained on the policy or contract to ensure that they understand what is expected.

How will you know if your policy is effective?

Think about how you will be able to tell if the policy is working or not. Determine the type of information that you will need in order to identify what worked well and what did not work well.

See if the actions that were planned were completed.

- Were food service employees educated about the policy or contract?
- Did food service employees receive food skills training?
- Has the retail setting been audited?
- Were there any successes in the implementation process?
- Were there any challenges in the implementation process?

See if the policy is effective.

- Is the food service operator following the policy?
- If the policy is not being followed, why is this happening?
- Are employees satisfied with the retail food services?
- Are food service employees following safe food handling practices?
- If employees are not following safe food handling practices, why is this happening?
- Have profits been affected by the change?
- Are employees buying healthier options?
- Is the policy doing what it is supposed to do?
- Are there any unintended consequences as a result of the policy?

Developing a Policy

Who to Involve

Ensure key decision-makers and stakeholders are part of the policy development process. Your policy should represent the needs of both the employers and employees. Employees or external companies that stock the machine will need to be part of the conversation.

In the event that your workplace uses an external vendor, you will need to work with any departments that typically put out the RFPs. This may include Human Resources, Facilities, Purchasing or another department.

Check in With Management

You will also need the support of senior management to facilitate the changes.

Once the draft policy is ready, present it to relevant managers and decision-makers for approval.

Implement the Policy

Once the draft policy has been officially approved, you can move forward to the implementation phase.

Keep track of information that will help you to determine if the policy is effective. Use the information that you collected for your evaluation to find out what worked and what did not work. You may need to create resources or provide additional training if your evaluation shows that the policy is not working properly.

Example Retail Settings Policy:

Introductory Statement

[Employer name] is committed to supporting and promoting a healthy lifestyle.

Rationale/Objective/Purpose

To ensure that workplace retail settings support employees to live a healthy lifestyle and create a Healthy Workplace Nutrition Environment.

Scope

The policy applies to all retail settings in [your workplace] where food and beverages are sold.

Definition

"Food" includes all types of food and beverages.

Principles/Procedures/Requirements

1. At least [minimum percentage] of food and beverages in retail settings should meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©**.
2. Items that do not meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" will be priced at least $0.50 higher than comparable items that meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most".
3. Items that meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" will be placed in visible locations and will be the most convenient to purchase.
4. Advertisements and promotions will not promote food or beverages that meet the criteria for "Sell/Offer Less" or "Not Recommended".
5. At least one full-time employee in the retail setting will have current food handler certification.
6. Whenever possible, local food ingredients will be used (Ontario).
7. Ingredient lists will be available for all food and beverages sold in the retail food setting.
8. Food and beverages sold in the retail setting should consider the needs of the diverse cultural population of the workplace.
9. Sales data will be collected on a monthly basis.

Guidelines

Appendix A: **Reference Guides for Healthier Food and Beverages**

Appendix B: **Safe Food Handling Requirements**

Responsibilities

Management will:

- Be familiar and follow through with their responsibilities under the [Policy].
- Ensure that the [Policy] is posted in the workplace in a visible and accessible spot.
- Investigate and address incidents of non-compliance with the [Policy].

Employees who operate retail food services will:

- Be familiar with the [Policy] and follow through with their responsibilities.

Training and Information

Managers and employees who are responsible for the retail food services will receive training on the **Nutrition Standards for Workplaces©**. Food service employees will be provided with adequate food skills training to enable them to follow the **Nutrition Standards for Workplaces©**.

Managers will be trained to use the **Retail Setting Assessment Tool** to assist in the auditing process.

Evaluation and Accountability

[A Manager] will audit the retail setting [times] each year to demonstrate compliance. Management will deal with non-compliance to the [Policy].

Developing a Request for Proposal

Who to Involve

Ensure key decision-makers and stakeholders are part of the policy development process. This may include a purchasing department and a legal department. If you have an existing external food service operator, you may want to include them in the discussion.

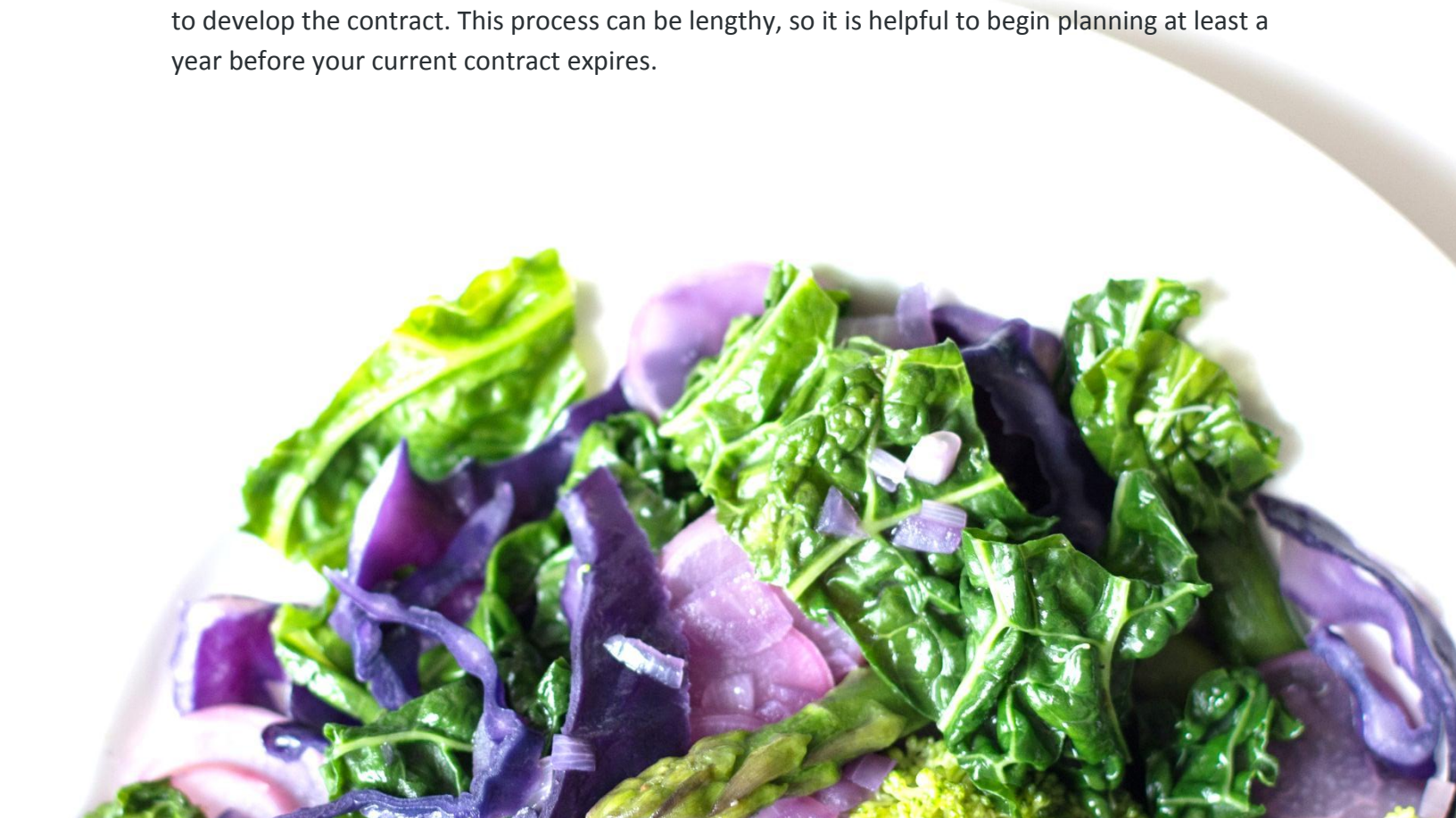
Current Contract

If your workplace currently has a contract with a food service operator, you may need to wait until the contract term is up before awarding a new contract.

There may be wording in your existing contract that allows your workplace to end the contract earlier, if desired.

If you have vending machines in your workplace, you may want to wait until the contract for those services has expired and then put out a larger RFP for retail food services and vending.

It will take time to develop the Request for Proposal (RFP), to complete the bidding process and to develop the contract. This process can be lengthy, so it is helpful to begin planning at least a year before your current contract expires.



What to Include in the RFP and Contract

Include any key requirements in both the RFP and the final legal contract between your workplace and the retail operator. If the requirements are not stated in both the RFP and the contract, an operator could potentially be the successful bidder but not be required to follow through on the requirements in the proposal.

Performance Surety

Consider how your workplaces basic requirements in an RFP might influence which vendors can bid. For example, if your workplace requires a large performance surety (a void cheque to be used in the event that the food service operator damages workplace property), it may prevent smaller food service operators from being able to compete in an RFP process.

Equipment Requirements

Your current food service facilities may not be set up to prepare healthier food. Food service operators may be willing to invest in capital improvements in cafeterias to meet the needs of the RFP. Consider how much weight to give this aspect in the RFP evaluation process.

Vision for Retail Food Services

Food service operators need to understand the vision that your workplace has for providing healthier food to employees. As part of the RFP process, clearly articulate what the vision is for the food offered in your workplace.

Request that the operators submit a statement in their Proposal about how their business model aligns with the vision of your workplace.

Process to Address Changes in Retail Food Services

The legal agreement should outline the process for addressing requested changes to any standards or requirements. For example, both parties will submit any desired change to the other party in writing. Both parties will agree on the changes before they can take effect.

Specific Nutrition Standards

Include the **Nutrition Standards for Workplaces©** in your RFP as a schedule or appendix. Using the **Nutrition for Standards for Workplaces©** as the criteria to categorize food ensures that there are no misunderstandings. For example, if the term 'healthier choices' is used without a clear definition, it is open to interpretation by the retail operator. Without using objective nutrition standards, you may receive products that are marketed as healthier but have undesirable nutritional qualities.

Proportion of Healthier Food and Beverages

Include requirements for the minimum proportion of healthier food and beverage options. Healthier options meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most" in the **Nutrition Standards for Workplaces©.**

Pricing Structure

State your workplace's requirements for a pricing differential between healthier items and items that meet the criteria for "Sell/Offer Less" or "Not Recommended" (in the event that your workplace continues to provide these options). For example, less healthy options such as french fries should be priced at least $0.50 more than a healthier comparable option such as a baked potato.

Placement of Healthier Food and Beverages

Describe requirements for placing healthier options in strategic locations so that they are convenient and visible for employees. For example, healthier options should be included in daily specials and should be placed in convenient locations such as the end of aisles and at the cash register.

Promotion and Advertising Limitations on Less Healthy Options

Describe expectations around promoting healthier options. Also include language that prevents operators from promoting less healthy food and beverage options. For example, employees should be offered a healthier side instead of fries when purchasing an entrée.

Marketing material such as posters, advertisements, emails, contests, daily specials and other promotions should not contain images of less healthy options and should not promote less healthy options.

Diverse Employee Needs

Food service operators should demonstrate that they can meet the diverse needs of your employee population. For example, they should be required to provide lists of all ingredients in the food and beverages that they serve. They should also demonstrate the ability to provide food and beverage options for a culturally diverse population. For example, they should be able to provide healthy vegetarian items each day.

Safe Food Handler Certification

The food service operator should be required to have at least one full-time employee on duty each day that has a current Safe Food Handler certificate.

Proof of Prior Compliance with Food Safety Regulations

The food service operator should have a good history of being compliant with Food Safety Regulations. A record from the local public health agency for critical and non-critical infractions should be included as part of the RFP submission.

Requirements for a Percentage of Local Food

As part of your RFP, you may want to specify a requirement to ensure that a minimum percentage of the food and beverages is locally sourced from Ontario.

Requirements for a Take-home Dinner Service (if desired)

If desired, include the requirement for the food service operator to offer a take home dinner service for your employees. The service should be based on the same nutrition requirements as other food and beverages served in your retail operation.

Evidence of Adequate Food Skills for Food Service Employees

As part of the RFP submission, ask potential retail operators about the training of their employees. This will give your workplace an understanding of whether the operators' employees have enough food skills to be able to prepare healthy and delicious food and beverage options. If food service employees have limited food skills, they may be more reliant on prepackaged less healthy food and beverage options.

Food and Beverage Supplier

Purchasing healthier options for retail settings can be a barrier for implementing healthier choices. It may take more time and effort to find and purchase healthier options, especially if they are not available through the usual food supplier.

As part of the RFP ask operators to comment about their ability to access healthier food, beverages and ingredients through their suppliers.

Some external vendors work with Ontario schools and will have access to healthier options, as the **Nutrition Standards for Workplaces©** are aligned with Ontario's PPM 150 School Food and Beverage Policy.

Evaluating the RFP

Think about how important each part of the Proposal is to your workplace. Create an evaluation for the Proposals while you are drafting the RFP. Weight each section based on the importance. For example, you may want to make the percentage of profits for the workplace one component of the evaluation, such as ten per cent, rather than choosing a company that can offer the highest percentage of profits. Ideally, the workplaces should give a larger weight to the ability to offer food and beverages that meet the criteria for "Maximum Nutritional Value" or "Sell/Offer Most".

Other considerations:

- Include an interview and taste test of the products the operator can offer. This will help your get to know the operator better and try out the types of food and beverages they can offer.
- Inquire where the operator gets their food and beverages. Some operators may have difficulty purchasing healthier products for vending machines through their existing supplier.
- Ask how the vendor would manage any profit losses as a result of the introduction of healthier items and removal of less healthy items. You may also want to ask if they have dealt with this situation in the past.
- Offer a sample contract with the RFP for bidding operators to provide comments. As part of the evaluation criteria, consider how willing an operator is to sign the proposed contract.

Check in With Management

Once the draft Request for Proposal is ready, present it to relevant managers and decision-makers for approval.

Implement the RFP Bidding Process and Contract

Once the draft Request for Proposal has been officially approved, you can move forward to the RFP bidding process to award the contract.

Once the contract is in place, keep track of information that will help you to determine if it is effective.

Use the information that you collected for your evaluation to find out what worked and what did not work. You may need to create resources or provide additional training if your evaluation shows that the contract is not working properly.

Credits:

This section has been adapted with permission from: Region of Waterloo Public Health, "Rethinking Healthy Eating in the Workplace" available from: http://www.projecthealth.ca.

The OSNPPH Workplace Nutrition Advisory Group thanks the Communication Services of the Haldimand-Norfolk Health Unit for the design of this fact sheet.

The OSNPPH Workplace Nutrition Advisory Group thanks Peel Public Health for their assistance in the creation of this fact sheet.

References:

1. Bandoni DH, Sarno F, Jaime PC. Impact of an intervention on the availability and consumption of fruits and vegetables in the workplace. Public Health Nutr 2011 Jun;14(6):975-981.

2. Geaney F, Harrington J, Fitzgerald A, Perry I. The impact of a workplace catering initiative on dietary intakes of salt and other nutrients: A pilot study. Public Health Nutr 2011 Aug;14(8):1345-1349.

3. Lassen A, Thorsen AV, Trolle E, Elsig M, Ovesen L. Successful strategies to increase the consumption of fruits and vegetables: Results from the Danish '6 a day' Work-site Canteen Model Study. Public Health Nutr 2004 Apr;7(2):263-270.

4. Gill PE, Wijk K. Case study of a healthy eating intervention for Swedish lorry drivers. Health Educ Res 2004 Jun;19(3):306-315.

5. Roos E, Sarlio-Lahteenkorva S, Lallukka T. Having lunch at a staff canteen is associated with recommended food habits. Public Health Nutr 2004 Feb;7(1):53-61.

6. Crombie AP, Funderburk LK, Smith TJ, McGraw SM, Walker LA, Champagne CM, et al. Effects of modified foodservice practices in military dining facilities on ad libitum nutritional intake of US army soldiers. J Acad Nutr Diet 2013 Jul;113(7):920-927.

7. Lowe MR, Tappe KA, Butryn ML, Annunziato RA, Coletta MC, Ochner CN, et al. An intervention study targeting energy and nutrient intake in worksite cafeterias. Eat Behav 2010 Aug;11(3):144-151.

8. Maes L, Van Cauwenberghe E, Van Lippevelde W, Spittaels H, De Pauw E, Oppert JM, et al. Effectiveness of workplace interventions in Europe promoting healthy eating: a systematic review. Eur J Public Health 2012 Oct;22(5):677-683.

9. Henke RM, Carls GS, Short ME, Pei X, Wang S, Moley S, et al. The relationship between health risks and health and productivity costs among employees at Pepsi Bottling Group. J Occup Environ Med 2010 May;52(5):519-527.

10. Mitchell RJ, Bates P. Measuring health-related productivity loss. Popul Health Manag 2011 Apr;14(2):93-98.

11. Jensen JD. Can worksite nutritional interventions improve productivity and profitability? A literature review. Perspectives in Public Health 2011;131(4):184-192.

12. The Health Communication Unit. The eight steps to developing a health promotion policy.

13. Wang DD, Li Y, Chiuve SE, Hu FB, Willett WC. Improvements In US Diet Helped Reduce Disease Burden And Lower Premature Deaths, 1999-2012; Overall Diet Remains Poor. Health Aff (Millwood) 2015 Nov 1;34(11):1916-1922.

14. Kahn-Marshall JL, Gallant MP. Making healthy behaviors the easy choice for employees: a review of the literature on environmental and policy changes in worksite health promotion. Health Educ Behav 2012 Dec;39(6):752-776.

15. Epstein LH, Dearing KK, Roba LG, Finkelstein E. The influence of taxes and subsidies on energy purchased in an experimental purchasing study. Psychol Sci 2010 Mar;21(3):406-414.

16. Giesen J, Havermans RC, Nederkorn C, Jansen A. Impulsivity in the supermarket. Responses to calorie taxes and subsidies in healthy weight undergraduates. Appetite 2012;58:6-10.

17. Duffey KJ, Gordon-Larsen P, Shikany JM, Guilkey D, Jacobs DR,Jr, Popkin BM. Food price and diet and health outcomes: 20 years of the CARDIA Study. Arch Intern Med 2010 Mar 8;170(5):420-426.

18. Brown DM, Tammineni SK. Managing sales of beverages in schools to preserve profits and improve children's nutrition intake in 15 Mississippi schools. J Am Diet Assoc 2009 Dec;109(12):2036-2042.

19. Block JP, Chandra A, McManus KD, Willett WC. Point-of-purchase price and education intervention to reduce consumption of sugary soft drinks. Am J Public Health 2010 Aug;100(8):1427-1433.

20. Liebert ML, Patsch AJ, Smith JH, Behrens TK, Charles T, Bailey TR. Planning and development of the Better Bites program: A pricing manipulation strategy to improve healthy eating in a hospital cafeteria. Health Promot Pract 2013 Jul;14(4):552-562.

21. Just DR, Hanks AS. The hidden cost of regulation: Emotional responses to command and control. American Journal of Agricultural Economics 2015;97(5):1385-1399.

22. Quintiliani L, Poulsen S, Sorensen G. Healthy eating strategies in the workplace. International Journal of Workplace Health Management 2010;3(3):182-196.

23. Botti S, McGill AS. The locus of choice: Personal causality and satisfaction with hedonic and utilitarian decisions. The Journal of Consumer Research 2011;37(6):1065-1078.

Want to Learn More?

Visit **www.osnpph.on.ca** for more information on creating a Healthy Workplace Nutrition Environment.

Contact your local public health agency for support.

Ontario Society of Nutrition Professionals in Public Health

La société ontarienne des professionnel(le)s de la nutrition en santé publique