About The Eat Smart!® Toolkit

This toolkit is a resource for public health professionals implementing and monitoring the Eat Smart!® Workplace Program at the local level.

The format and contents of this toolkit have been based on consultations with public health practitioners implementing the Eat Smart!® Program at the local level.

This toolkit provides:

- Practical, step-by-step information on how to implement and monitor the Eat Smart!® Workplace Program
- Resources for both public health professionals and workplaces to assist with planning, implementation and monitoring
- Promotional event ideas and materials
- Sample communications

NRC welcomes your comments. Please contact us by e-mail at: eatsmart@opha.on.ca.

Acknowledgements

Written and compiled by Heather Harvey, MHSc, RD. Based in part on work by Ellen MacLean, MHSc (C.); Katharine Slater, MHSc, RD; Laura Pasut, RD; Mary Ellen Prange, MHSc, RD, as well as the Guide to Nutrition Promotion in the Workplace (2002), Nutrition Resource Centre and resources adapted with kind permission from Region of Peel-Public Health and Toronto Public Health.

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Section 1

Introduction

Eat Smart!® is a provincial Award of Excellence program that has been making healthy choices easier for Ontario residents since 1999. Eat Smart!® is a health promotion program that works through environmental and educational strategies to promote healthier food choices, improved food safety and a smoke-free Ontario.

The goal of Eat Smart!® is to contribute to the reduction of chronic disease and food-borne illness in Ontario. The Eat Smart!® Workplace Program seeks to meet this goal through the following:

- Promoting health by increasing awareness and knowledge of the importance of healthy eating in workplaces
- Creating an environment supportive of healthier eating by increasing the availability, accessibility and profile of healthier foods in workplaces
- Establishing and maintaining partnerships for health between workplaces and public health practitioners
- Recognizing those workplaces with excellent food safety practices
- Supporting the importance of a Smoke-Free Ontario.
Program History

First launched in 1999, Eat Smart!® has enjoyed considerable success in the province of Ontario. At present, there are two Eat Smart!® programs: Workplace, and Recreation Centre. The Restaurant program was discontinued in 2010 and the School program is currently on hiatus (2011/12 school year).

The Eat Smart!® Workplace Program has been recognizing businesses’ efforts to create healthier work environments since 2001. Eat Smart!® is funded by the Ministry of Health and Long-Term Care and coordinated by the Nutrition Resource Centre.

Eat Smart!® Partners

Eat Smart!® provincial partners, the Canadian Cancer Society (Ontario Division) (CCS) and the Heart and Stroke Foundation of Ontario (HSFO) are an integral part of the program. They participated in the development of the original program and provide ongoing support at the provincial level.

As Eat Smart!® partners, the HSFO and CCS logos must appear on all Eat Smart!® materials produced. See logo use guidelines.

Eat Smart!® Workplace Program Overview

In 2010-11, due to emerging evidence, the Eat Smart!® Workplace Program underwent significant review and pilot testing. As a result of this review and pilot test, the Eat Smart!® Workplace Program became a multiple level (stage-based) award program that includes bronze, silver and gold levels.

To receive the Eat Smart!® Award of Excellence, a workplace must meet and maintain standards in the following areas:

- **Nutrition (Bronze Level and Silver Level)**
  Offering a variety of healthier food choices based on the principles of Canada’s Food Guide in the cafeteria, café (silver) and vending machines (silver).

- **Food Safety (Bronze Level)**
  A record of compliance to food safety standards, and food service staff certified in safe food handling.
• **Smoke-Free (Bronze Level)**
  Has a 100% smoke-free environment and is in compliance with the Smoke Free Ontario Act.

• **Supportive Environment (Silver Level)**
  Promotes healthier food choices through placement, pricing and ongoing promotions as well as has an Action Committee working to increase access to healthier choices.

• **Policy (Gold Level)**
  Has in place a food or nutrition policy that emphasizes healthier foods and beverages at work-related events, including meetings, workshops, and social functions.

**The Rationale for Eat Smart!®**

A number of chronic diseases are linked to poor nutrition, including overweight and obesity. In 2010, 55% of women and 79% of men, aged 40-59 were either overweight or obese¹, putting them at risk for a number of health issues including heart disease, diabetes, hypertension, osteoarthritis, sleep apnea, and some cancers.

Preventable illnesses consume 25% of all health care dollars². Specifically, the cost of overweight and obesity to the Canadian economy in 2000/01 was estimated to be 4.3 billion dollars³, while in 2006, Ontario estimated that the annual costs of overweight and obesity were 1.6 billion dollars⁴. Additionally, heart disease costs the Canadian economy an estimated 18.5 billion dollars annually⁵. While these costs are incurred by the health care system, the costs to workplaces are not inconsequential. Employee absenteeism alone cost an estimated 8.6 billion dollars in 2001⁶.

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¹ Shields M et al. (2010) Fitness of Canadian Adults: Results from 2007-09 Canadian Health Measures Survey. Health Reports. 21(1).
² Ontario Ministry of Health and Long-Term Care, Action Plan 2012.
To address the existing prevalence of overweight, obesity and other chronic diseases, such as cancer, heart disease and diabetes, communities across Canada have been encouraged to find ways to make it easier to eat well and be active. Ontario’s Chief Medical Officer of Health called “on all levels of government, the health sector, the food industries, workplaces, schools, families and individuals to become part of a comprehensive province-wide effort to change all the factors that contribute to unhealthy weight.”

The World Health Organization has said that “the workplace, along with the school, hospital, city, island, and marketplace, has been established as one of the priority settings for health promotion into the 21st century” and that “the workplace directly influences the physical, mental, economic and social well-being of workers and in turn the health of their families, communities and society.”

Comprehensive workplace health promotion programs address the combination of factors impacting an individual’s health such as personal, environmental, social and organizational. This includes behaviours such as healthy eating, physical activity and smoking, as well as the organizational environment and traditional occupational health and safety. Benefits of workplace health promotion programs include improved staff morale, reduced staff turnover, absenteeism and health care costs and increased productivity.

In terms of the costs of comprehensive workplace health programs, many reviews of the return on investment (ROI) these programs have documented a ROI of approximately $2.00 to $5.00 for every dollar invested in the health promotion program. There is minimal data around workplace obesity prevention programs; however a review of the literature revealed an ROI of $1.44 - $4.16 per pound body weight lost. Data does not exist on the ROI for nutrition programs at this time.

The Eat Smart!® Workplace Program is well positioned to meet the needs of businesses and public health professionals looking to promote the health of employees within a comprehensive workplace health model. The Eat Smart!® Workplace Program rewards workplaces that have an environment which is supportive of healthy eating through increased availability, access and

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promotion of healthier foods. Eat Smart!® does this by encouraging partnerships and collaboration among workplace management, employees, food service and public health. Employees are not the only beneficiaries when a workplace participates in the Eat Smart!® Workplace Program, visitors, family-members, other workplaces and the community may also benefit.
Section 2

Eat Smart!® Standards

This section will help familiarize you with the Eat Smart!® Standards: Nutrition, Food Safety, Smoke-Free, Supportive Environment and Policy. Here you will learn about the three levels: bronze, silver and gold and the standards required to meet each level. In addition, individual criteria under each standard are outlined as well as explanatory notes that will help you with assessment and implementation. Assessment forms are available in the Appendices. The purpose of the program standards is to set consistent requirements for workplaces to meet in order to achieve an Eat Smart!® Award. All five standards (Nutrition, Food Safety, Smoke-Free, Supportive Environment and Policy) are relevant to achieving the Eat Smart!® goal of contributing to a reduction in the incidence of chronic disease and food borne illness.
Eat Smart!® Workplace Program Award Levels

The **Bronze Level** is awarded to workplaces whose cafeterias meet standards for nutrition, food safety, and a smoke-free environment. If the workplace does not have a cafeteria, they must meet the nutrition standard for cafés and if they do not have a café or cafeteria, they must meet the nutrition standard for vending.

The **Silver Level** is awarded when the bronze level is achieved PLUS the workplace meets the remaining nutrition standards (i.e., café and vending if they exist) PLUS the supportive environment standard is met. This standard includes marketing strategies including pricing, placement and promotion of healthier foods; along with the creation of an Eat Smart!® Action Committee (which could include representatives from staff, food-service and workplace management and the local health unit).

The **Gold Level** is awarded when the silver level is achieved PLUS a healthy eating/nutrition policy is in place. This policy standard also includes a recommendation that workplaces implement activities that educate employees about how to become actively involved in improving their eating behaviours.

<table>
<thead>
<tr>
<th></th>
<th>Nutrition</th>
<th>Food Safety</th>
<th>Smoking</th>
<th>Supportive Environment</th>
<th>Policy</th>
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<tbody>
<tr>
<td></td>
<td>Cafeteria Café</td>
<td>Food Vending</td>
<td>Beverage Vending***</td>
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<tr>
<td><strong>Bronze</strong></td>
<td>Optional</td>
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<tr>
<td><strong>Silver</strong></td>
<td>Optional</td>
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<tr>
<td><strong>Gold</strong></td>
<td>Optional</td>
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</tbody>
</table>

*For the bronze level, if a workplace does not have a cafeteria, then they must meet the nutrition standards for a café. If they do not have a café, then they must meet the nutrition standards for food vending.  
**For the silver level, a workplace must meet all remaining, applicable, nutrition standards beyond those met for the bronze award.  
***The beverage vending standard is optional for all levels.
Application of the award levels:

Example 1 - A workplace has an onsite cafeteria and vending, but no café.
- For the bronze level, the workplace would have to meet the nutrition standard for cafeterias.
- For the silver level, the workplace would have to meet the nutrition standard for both the cafeteria and food vending as well as the supportive environment standard.
- For the gold level, the workplace would have to meet the nutrition standard for both the cafeteria and food vending as well as the supportive environment standard and the policy standard.

Example 2 - A workplace has an onsite café and vending, but no cafeteria.
- For the bronze level, the workplace would have to meet the nutrition standard for cafés.
- For the silver level, the workplace would have to meet the nutrition standard for cafés and vending as well as the supportive environment standard.
- For the gold level, the workplace would have to meet the nutrition standard for cafés and vending as well as the supportive environment standard and policy standard.

Example 3 - A workplace has only onsite vending.
- For the bronze level, the workplace would have to meet the nutrition standard for food vending.
- For the silver level, the workplace would still only have to meet the nutrition standard for food vending (i.e. no additional nutrition standards would have to be met for the silver level) as well as the supportive environment standard.
- For the gold level, the workplace would still only have to meet the nutrition standard for food vending (i.e. no additional nutrition standards would have to be met for the silver level) as well as the supportive environment standard and policy standard.

Example 4 – A workplace has no cafeteria, café or vending onsite. This workplace cannot apply for an Eat Smart!® Award, but could work with the health unit and use the resources for establishing an Eat Smart!® Action Committee and policy to create an environment supportive of healthier eating at their workplace.
NUTRITION STANDARD

Guiding Principles

- The nutrition standards are based on the key messages and concepts of *Eating Well with Canada’s Food Guide* (2007).

- Where necessary, a nutrient focus will be implemented in order to ensure the food item meets the appropriate criteria. This represents a change, in part, from how the standards were previously implemented and assessed.

- Eat Smart!® choices are defined as those prepared in ‘a healthier way’ in a workplace cafeteria or café, according to the criteria established in the Nutrition Standard for Cafeterias and Nutrition Standard for Cafés.

- Eat Smart!® choices in vending machines are deemed to be healthier choices according to the criteria established in the Nutrition Standard for Vending Machines.

- Eat Smart!® choices within each food group category must be at least one serving according to *Canada’s Food Guide* (2007); with the exception of Milk and Alternatives and Meat and Alternatives (please see Milk and Alternatives and Meat and Alternatives standards for a complete explanation).

- The professional judgment of public health staff will be used when interpreting these standards.

- All types of food services available at the workplace (cafeteria/café/vending) are to be assessed as part of the application process. For example, if there is a cafeteria along with vending machines (food and/or beverage), all must be assessed; and recommendations for improvement are to be made by the public health staff completing the assessment. Ultimately, it is at the discretion of the workplace to decide what level of award (bronze, silver, or gold) that they would like to strive for.

- It is recommended that assessment of food services occur just before, or at the beginning of meal service to ensure an accurate representation of foods offered.
**Definition of ‘a healthier way’**

**Healthier preparation**
- Use lower-fat cooking and preparation methods like baking, boiling, broiling, barbequing, grilling, microwaving, steaming, roasting, sautéing or toasting or leave raw (vegetables and fruit).
- Use healthier oils in moderation (less than 1 tsp per serving) for stir-frying; replacing (some of) the oil with water and/or a small amount of the stir-fry sauce if necessary.
- Eliminate mayonnaise/dressings or use lower-fat mayonnaise/dressings in sandwiches and on salads.
- Prepare foods using little or no added salt or reduced/lower sodium or salt products whenever possible.

**Type of fat for food preparation**
- Healthier fats should be used in and on all food products, and include those that are unsaturated and non-hydrogenated such as liquid vegetable oils (e.g., canola, olive, safflower, sunflower, soybean or peanut oils) and soft, tub-type margarines.
- Total trans fat content of a vegetable oil or soft spreadable margarine offered for sale or used as an ingredient in the preparation of a food or beverage offered for sale cannot exceed two per cent (2%) of the total fat content. The trans fat content of any food, beverage or ingredient, other than vegetable oil or soft spreadable margarine, offered for sale or used as an ingredient in the preparation of a food or beverage offered for sale cannot exceed five per cent (5%) of the total fat content.

**Sodium**

Specific criteria for sodium have not been established for all food categories. Instead, recommendations are provided but are not a requirement unless otherwise stated (i.e., pre-packaged snacks under the Eat Smart!® Workplace Nutrition Standard for Vending Machines). If nutrition facts are not available, then use the professional judgment of a registered dietitian. This includes assessing the product based on Canada’s Food Guide (2007) and negotiating changes that would, in the opinion of the RD, make the product a healthier choice including;
- Preparing food with little or no added salt;
- Substituting with products that are reduced/lower in sodium or salt, as defined by the Canadian Food Inspection Agency, Guide to Food Labelling and Advertising, Chapter 7 – Nutrient Content Claims; “The food is processed, formulated, reformulated or otherwise modified so that it contains at least 25% less sodium per reference amount of the food, than the reference amount of a similar reference food; or 25% less sodium per 100 g of a similar reference food, if the food is a pre-packaged meal.”
Definition of whole grain

For the purposes of the Eat Smart!® Workplace Program, a whole grain choice is one that:

- Lists either ‘whole’ or ‘whole grain’ in front of the type of grain as the first or second ingredient on the product ingredient list, OR
- Contains two grams (2g) of fibre per reference amount (i.e., is a source of fibre*) and stated serving size except where noted.

*As defined in the Canadian Food Inspection Agency’s (CFIA) Guide to Food Labelling and Advertising, 2003.

Definition for pre-packaged and prepared food products

A pre-packaged product is any food that is contained, without being changed, in the package in which it is ordinarily sold to or used by or purchased by a person or by a consumer.

A prepared product is:

- Food sold in a heated state or heated by the seller;
- Two (2) or more food ingredients mixed or combined by the seller for sale as a single item;
- Food sold with eating utensils provided by the seller including plates, knives, forks, spoons, glasses, cups, napkins or straws (a plate does not include a container or packaging used to transport the food).

Foods of Minimum Nutritional Value

Foods and beverages that provide Minimum Nutritional Value are those that are higher in calories, fat, sodium and/or sugar. These are foods that should be limited as recommended by Canada’s Food Guide (2007). These include:

- Cakes and pastries
- Chocolate and candies
- Cookies and granola bars
- Doughnuts and muffins
- Ice cream and frozen desserts
- French fries and potato chips
- Nachos and pretzels
- Fruit-flavoured drinks, soft drinks, sports and energy drinks
- Sweetened hot or cold beverages

For the purposes of the Eat Smart!® Workplace Program, the above foods are considered to be Foods of Minimum Nutritional Value, unless they are individual, pre-packaged foods and beverages with a Nutrition Facts table that
meet the Nutrition Standard for Vending Machines (see Section C) and/or they have been prepared in a healthier way, as defined previously.

**Definition of ‘cafeteria’**

A cafeteria is defined as a full-service food operation that sells a *variety* of food and beverages. The food and beverages served vary, but typically include cold items, hot items and pre-packaged items (see definition above). Items may be prepared on-site or brought in from an off-site provider. A cafeteria may be operated by the workplace or an external operator. It does not include cafés, kiosks or satellite stations that serve a limited number of mostly snack items.

**Definition of ‘café’**

A café is defined as a small-scale food service operation that sells a *limited variety* of food and beverage products. They may also go by the name kiosk, canteen, satellite station or snack bar. The food and beverages served vary, but typically include mostly prepared cold items and pre-packaged items (see definition above) or snacks. Items may be prepared on-site or brought in from an off-site provider or the cafeteria. A café may be operated by the workplace or an external operator.

**Definition of ‘vending machines’**

Vending machines include those that offer a *variety* of food and/or beverage products. These include: dry snack vending machines, refrigerated snack vending machines, cold beverage vending machines, or a combination of a refrigerated snack and beverage vending machine (e.g., Dairy Goodness Centre). Hot beverage vending machines and specialty machines that vend one type of product (such as popcorn, ice cream or hot dogs) are excluded.
Section A - Nutrition Standard for Cafeterias

Participating workplace cafeterias will offer:

<table>
<thead>
<tr>
<th>Grain Products</th>
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<tbody>
<tr>
<td>A variety of whole grains are offered daily including:</td>
</tr>
<tr>
<td>1. At least 50% of all sandwich-type choices (pre-made and/or made-to-order) on bread, bagels, pita, rolls, flour tortillas/wraps, English muffins, buns, pizza dough/crust, are whole grain</td>
</tr>
<tr>
<td>2. At least 50% of breakfast cereals offered are whole grain AND at least a good source of fibre (i.e., four grams (4g) of fibre per reference amount and stated serving size)*.</td>
</tr>
<tr>
<td>3. If available, at least one whole grain snack prepared in a healthier way. If this snack is a pre-packaged product, it must also meet the nutrition criteria for Grain Products developed for the Nutrition Standard for Vending Machines (see Section C).</td>
</tr>
</tbody>
</table>

The following are recommendations only:

- At least 20% of all baked goods, including cakes, pastries, cookies, doughnuts and muffins are whole grain and prepared in a healthier way†. If the baked good is a pre-packaged product, it must also meet the nutrition criteria for Grain Products developed for the Nutrition Standard for Vending Machines (see Section C). This criterion excludes sandwich-type choices covered in criteria 1.
- Encourage the cafeteria to offer at least one (1) other whole grain choice twice weekly. Other grains include whole grain pasta or noodles, whole grain couscous, brown or wild rice, barley, or bulgur, if available.

*As defined in the Canadian Food Inspection Agency’s Guide to Food Labelling and Advertising, 2003.

<table>
<thead>
<tr>
<th>Vegetables and Fruit</th>
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<tbody>
<tr>
<td>4. At least six (6) choices of the following Vegetables and Fruit choices* are offered daily (excluding fruit salads in heavy syrups, frozen juice bars, vegetable garnishes, vegetables or fruit that are prepared/served in a way that does not meet the healthier way† criteria).</td>
</tr>
<tr>
<td>• Fruit (one piece) (count only one variety toward the six choices)</td>
</tr>
<tr>
<td>• Fruit salad (≥125mL/½ cup)</td>
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</tbody>
</table>
• 100% vegetable (low-sodium) or fruit juice (≥125mL/½ cup) (count only one variety toward the six choices)
• Broth-based soup with vegetables (≥125 mL/½ cup) (count only one variety toward the six choices)
• Potatoes prepared in a healthier way† (≥125mL/½ cup) (count only one variety toward the six choices)
• Tomato sauce, e.g., on pasta (≥125mL/½ cup) (count only once toward the six choices)
• Up to three (3) vegetable sandwich toppings**
• Up to three (3) vegetable or fruit pizza toppings**
• Raw vegetables, or side-order or à-la-carte cooked choices
• Up to two (2) distinctly different leafy green salad items (≥250mL/1 cup)

* Vegetable and fruit choices can be fresh, frozen or canned or dried
**Please refer to explanatory notes for more information on how to count sandwich and pizza toppings

### Milk and Alternatives

5. At least two (2) choices of fluid milk or fortified soy beverage are available on a daily basis. Choices must be 2% MF, 1% MF or skim. Choices can be plain or flavoured and must contain at least 25% daily value (DV) for calcium and total sugar is ≤ 28g/250mL.

6. At least one (1) non-fluid milk choice* is available on a daily basis. This must contain at least 10% DV of calcium per serving per 100g for yogurt and yogurt drinks, 113g or less for puddings made with milk, and 113g for cottage cheese. Yogurt and milk used to make puddings must be 2% MF or less.

*Choices do not have to be equal to one Milk and Alternatives portion size in Canada’s Food Guide (2007).

### Meat and Alternatives

7. At least two (2) meat, fish, poultry or meat alternative* choices are offered on a daily basis. These must be prepared and served in a healthier way.

*Meat alternative choices do not have to be equal to one Meat and Alternatives portion size in Canada’s Food Guide (2007).

### Other

8. If daily specials are offered, at least one (1) must:
• Include three (3) of the four (4) food groups in Canada’s Food Guide (2007) AND one of these choices must be a vegetable or fruit; AND
• All items in the daily special must be prepared and served in a healthier way
9. Healthier types of fat and oils* must be used:
   • In all margarines and spreads
   • In all salad dressings
   • In all entrées and sauces

10. Reduced fat options must be used:
    • In at least one salad dressing available on a daily basis
    • In mayonnaise used in sandwiches and as a spread

11. Fat and oil-based condiments, dips, spreads and sauces or gravies must have the option to be:
    • Served on the side on all menu items
    • Not used on all hot or cold meals
    • Not used on all side dishes
    • Not used on all vegetables

12. If French fries or poutine are offered as part of a meal, a substitute must be offered at no additional cost. The substitute could be baked, boiled or mashed potato, vegetables, salad, rice or other grain products and must be prepared in a healthier way.

13. Both French fries and poutine (without toppings) must include an option of 112 gram/4oz size or smaller.

14. The cafeteria is willing to provide the available ingredient/nutritional information and be open to finding out more information if required.

15. Water is available at all times.

16. At least 50% of all foods and beverages available at all influential purchase locations must be:
    • Individual, pre-packaged foods and beverages with a Nutrition Facts table that meet the criteria of the Eat Smart® Workplace Nutrition Standard for Vending Machines (Section C), OR
    • Prepared in a healthier way

*Fats and oils refer only to liquid oils and solid fats that are made up entirely of fat such as margarine, vegetable oils, butter or shortening. It does not apply to foods that may have fat as well as other nutrients such as cheese, cream, milk etc.
Section B - Nutrition Standard for Cafés

Participating workplace cafés will:

<table>
<thead>
<tr>
<th>Grain Products</th>
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<tbody>
<tr>
<td>1. Offer a minimum of two (2) grain products that are Eat Smart!® choices. At least one of the two choices must be whole grain and if any bread products are offered, at least one whole grain option must be available. Eat Smart!® choices must be prepared and served in a healthier way or meet the requirements in the Nutrition Standard for Vending Machines (Section C), if they are individual, pre-packaged products.</td>
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The following are examples of Eat Smart!® choices from the grain product food group:
- Sliced bread/toast
- English muffin
- Bagel
- Bun
- Tortilla or wrap
- Pizza crust
- Some brands of breakfast cereals
- Some brands of granola and cereal bars
- Some brands of pita chips, grain-based chips, some flavours of mini rice cakes

<table>
<thead>
<tr>
<th>Vegetables and Fruit</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Offer a minimum of four (4) vegetable and fruit choices that are Eat Smart!® choices. Eat Smart!® choices must be prepared and served in a healthier way† or meet the requirements in the Nutrition Standard for Vending Machines (Section C), if they are individual, pre-packaged products.</td>
</tr>
</tbody>
</table>

The following are examples of Eat Smart!® choices from the vegetable and fruit group:
- Fresh fruit (count only one variety toward the four choices)
- Fruit salad or cocktail
- Dried fruit (count only one variety toward the four choices)
- 100% vegetable (low-sodium) or fruit juice – maximum 360 mL (count only one variety toward the four choices)
- Leafy green salads (Can count up to two, if leafy greens are distinctly different)
- Raw vegetables
- Vegetable ingredients in a sandwich, wrap or pizza**
- Ingredients in vegetable-based soup, stew or chilli
- Some fruit or vegetable based chips

Related Appendices:
- Appendix 6 – Café Assessment Form
- Appendix 21 – Café Monitoring Tool
**Please refer to explanatory notes for Section A for more information on how to count sandwich and pizza toppings**

### Milk and Alternatives

3. Offer a minimum of two (2) milk and alternative choices that are Eat Smart!® choices. Eat Smart!® choices must be prepared and served in a healthier way or meet the requirements in the Nutrition Standard for Vending Machines (Section C), if they are individual, pre-packaged products.

The following are examples of Eat Smart!® choices from the milk and alternative group:
- Milk (2% MF or less), plain or chocolate (500 mL or less)
- Fortified soy beverage, plain or flavoured (500 mL or less)
- Cheese (20-50g) with 20% MF or less
- Yogurt (100-175g) with 2% MF or less, plain or flavoured
- Some brands of milkshakes (360 mL or less)
- Plain or flavoured low fat cottage cheese cups (113 g)

### Meat and Alternatives

4. Offer a minimum of two (2) meat and alternative choices that are Eat Smart!® choices. Eat Smart!® choices must be prepared and served in a healthier way or meet the requirements in the Nutrition Standard for Vending Machines (Section C), if they are individual, pre-packaged products.

The following are examples of Eat Smart!® choices from the meat and alternative group:
- Some brands of packaged nuts, seeds and roasted soy nuts
- Some bars with nuts or seeds as first ingredient
- Some mixtures with nuts or seeds as first ingredient (e.g. trail mix)
- Deli meats such as lean ham, turkey or roast beef
- Tuna, salmon or egg salad made with reduced-fat mayonnaise or dressing
- Hummus
- Peanut butter
- Chili

### Other

5. If asked by customers, provide ingredient/nutrition information on any products served in the café.

6. Provide water (tap and/or bottled) at all times.

*If applicable, the café will also:*
7. Accommodate customer requests for healthier food preparation (e.g., spreads, dips, dressings, sauces or gravy are not used or served on the side; no salt added).

8. Healthier types of fat and oils* must be used:
   - In all margarines and spreads
   - In all salad dressings
   - In all entrées and sauces

9. Reduced fat options must be used:
   - In at least one salad dressing available on a daily basis, if offered
   - In mayonnaise used in sandwiches and as a spread, if used

*Fats and oils refer only to liquid oils and solid fats that are made up entirely of fat such as margarine, vegetable oils, butter or shortening. It does not apply to foods that may have fat as well as other nutrients such as cheese, cream, milk etc.
SECTION C - Nutrition Standard for Vending Machines

Overview of Nutrition Standard for Vending Machines

Nutrition criteria have been developed for five food/beverage categories:
1. Vegetables and Fruit
2. Grain Products
3. Milk and Alternatives
4. Meat and Alternatives
5. Mixed Foods

Food and beverage products are assessed per vended package.

Food and beverage products that represent a single food group are assessed based on the criteria for the corresponding food group. Food products that are comprised of ingredients from more than one food group are assessed based on the nutrition criteria for mixed foods (except granola and other bars or mixtures\(^\text{11}\))

Requirements for Vending Machines

i. Food Vending Machines

Worksites may have a large number of vending machines onsite. It is recommended that a staged-approach be taken when assessing vending machines. Together, with the Eat Smart!\(^\text{®}\) Action Committee, discuss which vending machines are the priority to assess and look to expand the number assessed in subsequent visits. At the minimum, it is expected that vending located in the cafeteria or right outside the cafeteria be assessed for the Eat Smart!\(^\text{®}\) Award of Excellence. Ideally, eventually all vending throughout a worksite will be assessed.

Vending machines (refrigerated or not), must be assessed according to the criteria included in the Nutrition Standard for Vending Machines.

In order to qualify as an Eat Smart!\(^\text{®}\) food vending machine, each machine must meet the following requirements:
- At least 25% of the food choices in food vending machines comply with the Eat Smart!\(^\text{®}\) nutrition criteria;
- At least 25% of the food and beverage choices in mixed vending machines (e.g., Dairy Goodness Centres that contain both beverages and snacks) comply with the Eat Smart!\(^\text{®}\) nutrition criteria.

\(^\text{11}\)These products are assessed according to nutrition criteria of the Meat and Alternatives category if nuts or seeds are the first ingredient; products with dried fruit as the first ingredient are assessed according to the nutrition criteria of the Vegetable and Fruit category.
The results of the assessment and the recommendations for complying with the Nutrition Standard for Vending Machines must be shared with the facility operator for consideration. It is recommended that the facility operator discuss the recommendations with the vending operator to determine possibility of implementing the recommendations within the existing vending contract. If it is not feasible to implement the recommendations within the existing contract, a reasonable time\(^\text{12}\) for their implementation will be negotiated between the workplace and the health unit for the purposes of achieving the Eat Smart!® Award of Excellence; this may be dependent upon timing of subsequent tendering for vending machine service contracts.

**ii. Beverage Vending Machines**

If beverage vending machines exist in the workplace, they must be assessed. The results of the assessment and the recommendations must be shared with the facility operator for their consideration. Implementation of the recommendations is **optional**.

In order to qualify as an Eat Smart!® beverage vending machine:

- At least 25% of the selections within the beverage vending machine must be Eat Smart!® choices. The following beverages may be labelled as Eat Smart!® choices in beverage vending machines:
  - Plain water (without added flavouring, sugar, artificial sweetener or carbonation)
  - 100% fruit juice (volume ≤ 360mL)
  - Reduced sodium vegetable cocktail (volume ≤ 360mL)
  - Milk or soy beverage, plain or flavoured (volume ≤ 500mL and meets nutrient criteria for Milk and Alternatives)
  - Milkshakes (volume ≤ 360mL and meets nutrient criteria for Milk and Alternatives)

Operators who choose to implement the recommendations and wish to label the Eat Smart!® beverages in the vending machines must meet these additional requirements:

- If applicable, the “vinyl sleeve” (i.e., the advertising) on the beverage vending machine must represent an Eat Smart!® beverage choice.
- If possible, symbol stickers should be placed within the area of the selection button for machines that do not have a glass front where products are visible to the consumer.

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\(^{12}\) A reasonable time implies that if it is not possible to meet this standard due to vending contracts right away, when the vending contract is renewed the workplace will negotiate the Eat Smart!® Nutrition Standards for Vending Machines into the contract, therefore being able to meet the vending standard. This may be a year or less in some cases or longer in other cases. The workplace must make a committed effort to meeting the standard in order to receive the award.
In addition, the assessor should recommend to the operator that:

- Smaller portion sizes of beverages be included for all beverage selections (i.e. 355mL cans of pop vs. larger bottles, 360mL cans of juice vs. larger bottles etc.).
- Nutrition criteria for the beverage vending machine be considered for inclusion in the service contract agreement when it is renewed.

**Nutrition Criteria for Vending Machines**

<table>
<thead>
<tr>
<th>Vegetables and Fruit</th>
</tr>
</thead>
</table>

An Eat Smart® choice meets the following requirements:
- First ingredient is vegetable or fruit (or second ingredient after water)
- Portion size for juice is ≤ 360mL
- Fruit juice is 100% fruit juice
- Vegetable cocktails are reduced in sodium

Notes:
- Vegetable or fruit “chips” are assessed using the nutrition criteria for Grain Products and must achieve 8 points to be considered an Eat Smart!® choice
**Grain Products**

An Eat Smart® choice meets the following requirements:
- Achieves at least 8 points per vended package (see below)
- Contains no more than five per cent (5%) of the total fat content as *trans* fat

Notes:
- Granola and other bars or mixtures where nuts or seeds are the first ingredient are evaluated in the Meat and Alternatives, Nuts, Seeds, Legumes category;
- Granola and other bars or mixtures where dried fruit is the first ingredient are evaluated in the Vegetables and Fruit category.

<table>
<thead>
<tr>
<th>Nutrient</th>
<th>Criteria (Points)</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sodium</td>
<td>3  2  1  0 -3</td>
<td></td>
</tr>
<tr>
<td>150mg</td>
<td>151-250mg</td>
<td></td>
</tr>
<tr>
<td>251-480mg</td>
<td>481-720mg</td>
<td></td>
</tr>
<tr>
<td>&gt;720mg</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fibre</td>
<td>3  2  1  0</td>
<td></td>
</tr>
<tr>
<td>≥4g</td>
<td>2-3.99g</td>
<td></td>
</tr>
<tr>
<td>1-1.99g</td>
<td>0-0.99g</td>
<td></td>
</tr>
<tr>
<td>Fat (based on %</td>
<td>3  2  1  0 -3</td>
<td></td>
</tr>
<tr>
<td>calories from</td>
<td></td>
<td></td>
</tr>
<tr>
<td>total fat)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>≤15%</td>
<td>15.01-25%</td>
<td></td>
</tr>
<tr>
<td>25.01-35%</td>
<td>35.01-45%</td>
<td></td>
</tr>
<tr>
<td>&gt;45%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Saturated Fat</td>
<td>3  2  1  0</td>
<td></td>
</tr>
<tr>
<td>(based on %</td>
<td></td>
<td></td>
</tr>
<tr>
<td>calories from</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SFA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>≤1.8%</td>
<td>1.801-3.6%</td>
<td></td>
</tr>
<tr>
<td>3.601-7.2%</td>
<td>&gt;7.2%</td>
<td></td>
</tr>
<tr>
<td>Trans Fat</td>
<td></td>
<td>0 -10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>≤5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt;5%</td>
</tr>
<tr>
<td>Sugars (based on %</td>
<td></td>
<td></td>
</tr>
<tr>
<td>calories from</td>
<td></td>
<td></td>
</tr>
<tr>
<td>total sugars)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>≤10%</td>
<td>10.01-15%</td>
<td></td>
</tr>
<tr>
<td>15.01-25%</td>
<td>25.01-40%</td>
<td></td>
</tr>
<tr>
<td>&gt;40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Iron (based on %</td>
<td>3  2  1  0 -3</td>
<td></td>
</tr>
<tr>
<td>DV)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>≥5%</td>
<td>&lt;5%</td>
<td></td>
</tr>
</tbody>
</table>

**Note:** Vegetable or fruit “chips” are evaluated using the same point system as for Grain Products.
Milk and Alternatives

An Eat Smart® choice meets the following requirements:

- Fluid milk or soy beverage ≤ 500mL portion size
- Milkshakes ≤ 360mL portion size
- Complies with the following nutrient criteria per vended package

Notes:

- Processed cheeses (slices or spreads) are not Eat Smart® choices.
- *Rice and nut-based milk alternative beverages are not Eat Smart® choices.*

<table>
<thead>
<tr>
<th>Nutrient</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Fat / Milk Fat</strong></td>
<td>≤2 % MF (milk, flavoured milk, yogurt, cottage cheese)</td>
</tr>
<tr>
<td></td>
<td>≤ 6 g total fat per 250mL (alternative milk beverage, milkshakes)</td>
</tr>
<tr>
<td></td>
<td>≤ 3 g total fat puddings (99 g) and cottage cheese (113 g)</td>
</tr>
<tr>
<td></td>
<td>≤ 20% MF for cheese</td>
</tr>
<tr>
<td><strong>Calcium</strong></td>
<td>At least 25% DV per 250mL for fluid milk, milkshakes and milk alternative beverages</td>
</tr>
<tr>
<td></td>
<td>At least 10% DV per 100g for yogurt and yogurt drinks, puddings (99g) and cottage cheese (113g)</td>
</tr>
<tr>
<td></td>
<td>At least 15% DV per 30g hard cheese</td>
</tr>
<tr>
<td><strong>Vitamin D</strong></td>
<td>At least 40% DV per 250mL fluid milk, milkshakes and milk alternative beverages</td>
</tr>
<tr>
<td><strong>Sugars</strong></td>
<td>For fluid milk or alternatives - Total sugar is ≤ 28g/250mL</td>
</tr>
<tr>
<td></td>
<td>For yogurt – Total sugar is ≤16g/100g container</td>
</tr>
<tr>
<td></td>
<td>For pudding - Total sugar is ≤ 16g/ 99g container</td>
</tr>
<tr>
<td></td>
<td>For cottage cheese - Total sugar is ≤ 18g/113g container</td>
</tr>
</tbody>
</table>
**Meat and Alternatives, Nuts, Seeds and Legumes**

An Eat Smart® choice meets the following requirements:

- Complies with the following nutrient criteria per vended package

<table>
<thead>
<tr>
<th>Nutrient</th>
<th>Criteria</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sodium</td>
<td>≤ 480mg</td>
<td></td>
</tr>
<tr>
<td>Sugars</td>
<td>% calories from sugars is ≤ 25%</td>
<td>Accommodates mixtures that contain dried fruits which raises the total sugar content significantly</td>
</tr>
<tr>
<td></td>
<td>(unless source of sugars is dried fruit)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Added sugar is not one of first three</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ingredients</td>
<td></td>
</tr>
</tbody>
</table>

**Mixed Foods**

Vending selections that are composed of more than one food group (e.g., crackers and cheese, soups, sandwiches) are assessed using the “Mixed Foods” nutrient criteria. An Eat Smart® choice meets the following requirements:

- Achieves at least **8 points** per vended package according to the following nutrient criteria

<table>
<thead>
<tr>
<th>Nutrient</th>
<th>Criteria / Points</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sodium</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>-3</td>
</tr>
<tr>
<td></td>
<td>≤ 250 mg</td>
<td>251-480 mg</td>
<td>481-720 mg</td>
<td>720-960 mg</td>
<td>&gt;960 mg</td>
</tr>
<tr>
<td>Fibre</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>≥ 4 g</td>
<td>2-3.99 g</td>
<td>1-1.99 g</td>
<td>0-0.99 g</td>
<td></td>
</tr>
<tr>
<td>Fat</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>-3</td>
</tr>
<tr>
<td></td>
<td>≤ 15%</td>
<td>15.01-25%</td>
<td>25.01-35%</td>
<td>35.01-45%</td>
<td>&gt;45%</td>
</tr>
<tr>
<td>Saturated +</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>-3</td>
</tr>
<tr>
<td>Trans fat*</td>
<td>≤ 1.8%</td>
<td>1.801-3.6%</td>
<td>3.601-7.2%</td>
<td>&gt;7.2%</td>
<td>Sat + trans &gt;10.8%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>and trans &gt;7.2%</td>
</tr>
<tr>
<td>Protein</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td>≥ 15 g</td>
<td>10-14.99 g</td>
<td>5-9.99 g</td>
<td>&lt;5 g</td>
<td></td>
</tr>
<tr>
<td>Iron</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(based on % DV)</td>
<td>1</td>
<td>0</td>
<td>≥5%</td>
<td>&lt;5%</td>
<td></td>
</tr>
<tr>
<td>Vitamin A</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(based on % DV)</td>
<td>1</td>
<td>0</td>
<td>≥5%</td>
<td>&lt;5%</td>
<td></td>
</tr>
<tr>
<td>Vitamin C</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(based on % DV)</td>
<td>1</td>
<td>0</td>
<td>≥5%</td>
<td>&lt;5%</td>
<td></td>
</tr>
<tr>
<td>Calcium</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(based on % DV)</td>
<td>1</td>
<td>0</td>
<td>≥5%</td>
<td>&lt;5%</td>
<td></td>
</tr>
</tbody>
</table>

*Accommodates the natural trans fat in dairy and meat products
Explanatory Notes for the Nutrition Standard

GRAIN PRODUCTS

Introduction
Current nutrition recommendations for Canadians emphasize the importance of Grain Products in providing complex carbohydrates, fibre and specific vitamins and minerals. The best sources of these nutrients are found in whole grain and enriched cereals, breads and other grain products.

Potential implementation issues and challenges

Assessing availability of whole grain products
The availability of grain products may fluctuate within a day or week. The intent is to strive for 50% for all sandwich-type products at all times in order to make it easier to choose whole grain products. When assessing a workplace for this criterion, all sandwich-type products (e.g., wraps, bread, bagels, etc) available in the cafeteria, as a whole, should be considered when making up 50%.

In some instances where a large variety of bread choices are available, food service staff may be hesitant or unwilling to increase the number of whole grain choices or decrease the number of total choices. The professional judgment of the registered dietitian (or other public health staff that completes the assessment) should be used in these circumstances.

Breakfast cereals
Ensuring that the fibre content of breakfast cereals is at least four grams (4 g) fibre per reference amount and stated serving size (see next section) will exclude sugary cereals made with whole grains from qualifying (e.g., Lucky Charms, which are made with whole grains).

Determining reference amounts
A reference amount is a specific regulated quantity of a type of food usually eaten by an individual at one sitting. Reference amounts may or may not be equivalent to serving sizes as recommended in Canada’s Food Guide (2007), which is the basis for current assessment of grain products under this standard. For example, when using a nutrient content claim for ‘source of fibre,’ the reference amount for a bun is 55 grams versus 35 grams for the same bun in CFG. Reference amounts for all products carrying a nutrient content claim can be found in the CFIA 2003 Guide to Food Labelling and Advertising, Chapter 6, Table 6-3, ‘Nutrient Content Claims.’ When assessing products to determine if they are a source of fibre, if a nutrition facts table is not available, the
Canadian Nutrient File can also be used to judge the amount of fibre and serving size.

**Grain snacks**
Grain snacks might include pre-packaged grain-based products such as pitas, rice cakes, crackers, granola bars, bagel chips, etc. Grain snacks may also include prepared products such as baked tortillas, air-popped popcorn, or grain-based bars.

**Sodium**
During consultations to determine appropriate revisions to the workplace program, it was agreed not to evaluate sodium levels in foods; however, to make pre-packaged snacks and baked goods align with the nutrition criteria for Grain Products developed for the Nutrition Standard for Vending Machines, evaluation of these products will need to be based on sodium. This creates a challenge at the implementation level because a grain snack or baked good that is not pre-packaged will have no limits on sodium content.

**Baked goods**
Baked goods such as cakes, pastries, cookies, doughnuts and muffins are considered Foods of Minimal Nutritional Value as they tend to be higher in calories, fat, sodium and/or sugar. These are foods that should be limited as recommended by Canada’s Food Guide (2007). This category does not include sandwich-type choices such as bread, bagels, pita, rolls, tortillas/wraps, buns, pizza dough and English muffins as these are covered in criteria 1 (sandwich-type choices).

**Other Whole Grain Choice**
A separate recommendation to offer another whole grain choice besides sandwich-type offerings, cereal, snacks and baked goods is included to increase the accessibility of whole grains to include hot entrees. In addition, many sandwich-type choices, cereals, snacks and baked goods are made from whole wheat or whole grain whole wheat, whereas other whole grain choices include some non-wheat grains such as barley, brown rice, quinoa, spelt etc. Offering a range of whole grain choices increases the range of nutrients provided by whole grains and may also increase the cultural acceptability of foods. This criterion is a recommendation and is not required for the Eat Smart!® award.

**Whole wheat**
Current nutrition recommendations for Canadians emphasize the importance of Grain Products in providing complex carbohydrates and fibre, with the best source of these nutrients being found in whole grain. To qualify as whole grain, a product must contain all three parts of the kernel: the bran, the endosperm and the germ; however, in Canada,
100% whole wheat can have up to 70% of the wheat’s germ removed. In order to ensure that a whole wheat product is a whole grain choice, it must list whole grain whole wheat as the first ingredient on the label.

### VEGETABLES AND FRUIT

Current nutrition recommendations emphasize the importance of vegetables and fruit in the prevention of chronic disease. The vast majority of vegetables and fruit are healthy choices; however, preparation and serving methods may decrease their nutritional profile. For the purposes of the Eat Smart!® Workplace Program, a healthier vegetable or fruit choice is one that is:

- Counted as at least one serving of Vegetables and Fruit as defined by *Eating Well with Canada’s Food Guide (2007)*;
- Cooked, prepared and served in a healthier way. †

#### Potential implementation issues and challenges

**Duplicate counting**

Separate criteria have been created for the number of times choices can be counted to limit the possibility of offering similar types of vegetable and fruit choices in multiple ways (e.g., tomato sauce can be used for pizza, pasta topping and dipping sauce, but it should be counted only as one choice). The overall intent is that the consumer has six distinctly different options of vegetable and fruit choices.

**Example 1**: A bowl of whole fruit is offered near the cash register that includes apples, oranges and bananas. Regardless of how many pieces of fruit or types of fruit, all of these choices only count once, under the heading of ‘fruit’.

**Example 2**: Three different types of juice (orange, low-sodium vegetable and grapefruit) are offered daily. Regardless of how many types of juice are offered, all of these choices only count once, under the heading of ‘100% juice’.

**Two items will be considered from the ‘leafy green salad’ category**

This change to the standard (‘count up to two leafy green salad items’) allows for salads that are distinctly different to be counted as separate choices i.e., to qualify, the main ‘leafy greens’ in each salad must be distinctly different from one another. For example, a Cobb salad (made of mostly iceberg/leaf lettuce) and a garden salad (iceberg/leaf lettuce) are NOT distinctly different; however, a Cobb salad and a spinach salad would be considered distinctly different. Generally, salads that are made
from leafy greens and those that are not would be considered two distinctly different salads.

The following paragraph lists some vegetables that are classified as 'dark green leafy vegetables' that you may consider for this category; note that cafeterias do not need to have a dark green leafy vegetable for this category, these are just examples of some leafy greens; there may be others that were not listed in the database.

**Examples of ‘dark green leafy vegetables’:**
Beet greens, Swiss chard, chicory greens, chrysanthemum leaves, collards, corn salad/lamb's lettuce, garden cress, dandelion greens, escarole or endive, horseradish-tree leafy tips, kale, lamb's quarters, cos or romaine lettuce, mustard greens, mustard spinach, New Zealand spinach, parsley, pokeberry shoots, pumpkin leaves, spinach, sweet potato leaves, taro leaves, turnip greens, vine spinach and watercress

**Counting sandwich and pizza vegetable toppings**
When assessing multiple (i.e., six or more) sandwich and pizza toppings, the focus should be on the food choices rather than the vegetable toppings themselves. Since toppings are not consumed separately, and the consumer can choose any combination of toppings, we need to consider the actual food item as a choice. The rationale for the interpretation of this criterion stems from the limited number of choices that toppings actually offer. For example, three vegetable toppings on a pizza would be counted as one vegetable choice and three toppings on a sub would count as another choice. Please note that, because of the nature of this criterion, food items can count only once. For example, even if you had two subs with six different toppings (three on each), the sub would count only once. When selecting vegetable toppings, pickled vegetables do not count due to their high sodium content.

**Example of six different Vegetables and Fruit choices:**
- 100% fruit juice (counts only once even if there are multiple locations, such as in the cafeteria, in the vending machine and tuck shop, and various types of 100% juice)
- Roasted potatoes from the hot-serve station
- A leafy green salad
- Vegetarian pizza with 125mL/½ cup veggies on one slice
- Vegetable sticks with lower-fat dressing on the side
- Steamed, mixed veggies (125mL/½ cup)
MILK AND ALTERNATIVES

Potential implementation issues and challenges

Cheese
Currently low-fat cheese (15-20% MF) has limited availability at the food service level; therefore, at this time there is no criterion in the workplace setting to assess for cheese. Health units are strongly encouraged to work with the food service provider and try to source lower-fat or part-skim cheese. Alternatively, exercising appropriate portion control on the amount of cheese that is used on food selections for sale in the cafeteria is strongly encouraged.

Serving Size
Non-fluid milk choices do not have to equal one Milk and Alternatives portion size in Canada’s Food Guide (2007) due to the lack of availability of single-serve portions in these sizes for yogurt and cheese.

Fluid Milk Choices
Offering both white and chocolate milk meets the requirement of two (2) choices as long as the milk choices have ≤ 2%MF.

If a café does not offer any milk and alternative choices but the worksite has a milk vending machine on site, such a Dairy Goodness Centre that offers at least two (2) qualifying Eat Smart!® choices, the requirement for Milk and Alternatives is met.

MEAT AND ALTERNATIVES

Potential implementation issues and challenges

Assessing Meat and Alternatives choices
All sources and types of Meat and Alternatives choices can be considered for this standard. This includes mixed meals, daily specials, deli meats, legume salads, fish, poultry, nuts, etc. These choices can be hot or cold and found in/on soups, salads, entrees, sandwiches and/or pizza.

Serving Size
Meat alternative choices do not have to equal one Meat and Alternatives portion size in Canada’s Food Guide (2007) as it is generally not possible to include large enough portion sizes of meat alternatives in typical vegetarian options in cafeterias. In an effort to encourage inclusion of vegetarian options, meat alternatives can be counted even if they do not meet the portion size in Canada’s Food Guide (2007).
Serving sizes should be the minimum serving in *Canada’s Food Guide (2007)* for meat, fish or poultry.

**OTHER**

**Potential implementation issues and challenges**

**Daily specials**
Daily specials are hot or cold meals or meal combinations that are offered at a set price that is usually less than buying the same food items individually à la carte. This standard may or may not be applicable depending on whether the cafeteria offers items that would be considered a daily special.

**Offering three (3) of the four (4) food groups in daily specials**
It is recognized that some daily specials might offer a potato as a starch choice, and an additional vegetable choice resulting in a meal that has only two (2) food group choices. Since the consensus during the consultations was to ensure there were three (3) food groups in these daily specials, no exclusion has been created for such situations. Instead, food service establishments can be encouraged to make available milk or milk alternatives with the meal, or any other food combination that would satisfy the three (3) food group criteria.

**Fat and oil-based condiments, dips, spreads and sauces or gravies**
Must have the option to be either served on the side on all menu items or not used at all on hot or cold meals, side dishes or vegetables. This is where a condiment, dip, spread or gravy is not incorporated into the meal but is served so that it can easily be omitted or served on the side at the customer’s request. For example, a customer may request that butter not be served on his or her vegetables or that sour cream or gravy that would normally be served on top of the dish be omitted or served on the side. For some meals, where the fat or oil-based condiment is incorporated into the recipe, requesting that it not be used or be used on the side will not be possible (e.g., egg salad sandwiches, curries, casseroles, vegetable gratins). In this instance, it is appropriate to work with the food service provider to find a suitable alternative, if possible, or switch to a lower-fat or reduced-fat version of the same condiment, if available.

**Reduced fat options**
Even though healthier fats are required for all margarines, spreads, fat-based condiments and salad dressings, it is possible to have too much fat. Fat provides substantial calories and is often used in large portions in some food service operations. In an effort to address the excess calories...
from full fat options and to address consumer choice for reduced fat options, this criteria requires that the cafeteria offer at least one reduced fat salad dressing daily as well as use reduced fat mayonnaise in sandwiches and as a spread.

A reduced fat option, according to the Canadian Food Inspection Agency, is a “food is processed, formulated, reformulated or otherwise modified so that it contains at least 25% less fat per reference amount of the food, than the reference amount of a similar reference food; or per 100 g, than 100 g of a similar reference food, if the food is a pre-packaged meal.”

Reduced fat options only need to be provided, if offered.

Water
Water, either tap or bottled, must be available at all times, as Canada’s Food Guide recommends quenching your thirst with water. Cafeterias or cafés may charge for cups used to access tap water or water fountains found in the cafeteria and still meet this criterion.

Influential Purchase Locations
Influential purchase locations are display areas that are situated in locations that are very easy to access (e.g., ‘grab and go’/self-serve) and highly visible; generally situated near the cash including:

- Racks, displays, shelving, baskets at any point of purchase
- Mobile food carts
- Self-serve coolers
- Free-standing carts

Because of the nature of cafeterias and the trend towards increased self-service options, many choices in the cafeteria are easy to access and highly visible. This criterion is not meant to assess every item in the cafeteria that is easy to access, but mostly those items that are considered impulse purchases and are very easily available to those patrons quickly entering and exiting the cafeteria. Furthermore, it is understood that there will be some variation in the interpretation of influential purchase location by those assessing workplace cafeterias. It is important to remember that this criterion is meant to address the lack of healthy options as impulse buys.

Influential purchase locations do NOT include locations or displays where the consumer is served by an employee of the cafeteria or other organization, or where the consumer needs to ask for the food or beverage product. Influential purchase locations do NOT include vending
machines. Vending machines are subject to separate nutrition criteria as part of the Eat Smart!® program.

Examples of some foods that could be located at influential purchase locations:

- Beverages, yogurt or cheese in a cooler or fridge near the front of the cafeteria
- Pre-packaged snacks in a rack near the cash
- Baked goods or fruit in a basket by the cash
- Frozen desserts in a cooler right as people get to the cash etc.

It is understood that some foods that are counted as part of this criteria may have been assessed elsewhere in the nutrition standards. For example, a basket of fresh fruit located at the cash could have been counted towards nutrition standard 4 (Vegetable and Fruit); and also be counted towards the 50% healthier choices in this criterion.

When counting foods in influential purchase locations, different flavours of the same brand (e.g., Skittles) are considered to be separate choices. Additionally, unlike the Vegetable and Fruit criteria, different types of fruit or juice are counted as separate choices in this criterion. An easy way to think of it, for these criteria, is that if it would be a different SKU at the grocery store, it can be counted as a separate choice here.

When assessing the requirement that half of food and beverages available are Eat Smart!® choices, this can include all influential purchase locations combined or each individual influential purchase location. It is up to the health unit to decide how best to assess the environment; some may choose to look at the complete cafeteria product list and determine if overall, half are Eat Smart!® choices. Alternatively it is acceptable if the health unit chooses to look at each influential location individually. Either technique is considered acceptable and is at the discretion of the public health staff completing the assessment.

### Cafés

**Classification of Mixed Foods**

A individual, pre-packaged food representing more than one food group which meets the criteria for Mixed Foods in the Nutrition Standard for Vending Machines (Section C) should be counted as an Eat Smart!® choice in the Nutrition Standard for Cafés within the applicable food group(s).

**Example 1:** If a brand of canned chili qualifies as an Eat Smart!® choice, then it is counted as a choice from both the Meat and Alternatives and
Vegetables and Fruit food groups if it provides a minimum of one (1) Food Guide Serving for both those food groups.

Mixed foods that are not pre-packaged (e.g., sandwiches prepared on site) should be assessed by breaking down each main ingredient according to food group; each main ingredient of that composite food must be an Eat Smart!® choice for it to be labelled/promoted as an Eat Smart!® choice. Additionally, other applicable requirements for the Nutrition Standard for healthier preparation must be met.

Example 2: A tuna sandwich made with low-fat mayonnaise on either white or whole wheat bread may be labelled and/or promoted as an Eat Smart!® choice and would be counted as one grain product and one meat and alternative choice. If the tuna sandwich is made with regular mayonnaise, it cannot be labelled and/or promoted as an Eat Smart!® choice, but the bread can be counted as a grain products choice.

**Vending**

**Assessment of individual, pre-packaged foods**
A point system (algorithm) is used to assess individual, pre-packaged food products with a nutrition label in the Grain Products, Vegetable & Fruit Chips and Composite Foods categories. A product must achieve a total of 8 points or more in each of these categories to be labelled as an Eat Smart!® choice.

Use of an algorithm is advantageous because it enables a product to be assessed both on nutritional virtues and weaknesses, but creates a level of complexity for assessment of products. An online calculator tool, available on the Eat Smart!® website, has been created into which a product’s nutrition information can be entered so that electronic generation of the product’s rating (Eat Smart!® choice or non-Eat Smart!® choice) is possible. It is recommended that this tool is used each time a product is assessed as product formulation or package size may change which could change whether or not it is an Eat Smart!® choice.

Based on the electronic assessments, product lists have been created and are available for downloading from the Eat Smart!® web site. While vending operators prefer to have a hard copy listing of products that fit the nutrition criteria, caution needs to be taken with providing printed lists since they are never exhaustive and products may be discontinued or formulations may change (i.e., lists are never 100% complete or accurate). Please recommend to vending operators and other food service operators to use the online calculator tool for the most current assessment of a product’s Eat Smart!® status.
Location and Proximity of Vending Machines
Generally, vending machines are to be assessed on an individual basis. However, in situations where there is a “bank” of vending machines, it might be helpful to assess all of the machines together since it is more likely that a minimum of 25% Eat Smart!® choices can be achieved. Please note however, that beverage and food vending machines should be assessed separately in this situation.
FOOD SAFETY STANDARD

To be considered for an Eat Smart!® Award of Excellence, the workplace:

1. Complies with the current Ontario Food Premises Regulation on the date of inspection.
2. Has a history of compliance with the current Ontario Food Premises Regulation for a minimum of 12 months prior to the inspection date.
3. Has not been convicted of an offence for non-compliance with the Food Premises Regulation during the past 12 months.
4. Has not been confirmed as the source of food borne illness during the past 12 months.
5. Has a minimum of one Food Service employee certified in safe food handling by the health unit on site at all times.
6. Consents to the sharing of its most recent inspection report with the workplace’s administration.

Food safety standards must be continuously maintained. This standard ensures that Eat Smart!® workplaces have a track record of safe food handling practices. While the nutrition standard varies according to the menu applicability, workplaces must meet all criteria of the food safety standard.

The workplace must adopt safe practices in the areas of storage, preparation and sale of food. The food safety assessment will focus on the following critical items:

- Cooling and refrigerated storage of hazardous food.
- Cooking, hot holding or re-heating of hazardous food
- Protection from contamination by food handlers
- Protection from cross contamination of ready-to-eat hazardous foods by raw foods via preparation surfaces
- Protection from contamination from other sources.

Compliance with the Ontario Food Premises Regulation is required. A food service operation which has received a closure or conviction under the Health Protection and Promotion Act (1990) and the current Ontario Food Premises Regulation, within the 12 months preceding the date of inspection will not qualify for an Eat Smart!® Award of Excellence.
Explanatory Notes for Food Safety Standard

1. Complies with the current Ontario Food Premises Regulation on the date of inspection.
   - A food service operation which has received a closure or conviction under the Health Protection and Promotion Act 1990 and the current Ontario Food Premises Regulation within the 12 months prior to the inspection will not qualify for Eat Smart!®
   - Eat Smart!® recognizes that it is difficult for a food service operation or cafeteria to be 100% compliant with the regulations at all times. If a cafeteria is in minor non-compliance with non-critical items, the inspector may offer two options: Let the cafeteria operator fix it during the inspection (if possible) or set a re-inspection date (no longer than 2 weeks after the initial inspection). Examples of minor non-compliance of non-critical items include: Minor cleaning (e.g., grease on stove tops), minor repairs (e.g., replacing a floor or ceiling tile), need to remove a piece of equipment no longer in use. By complying with this procedure the cafeteria is still eligible to meet this component of the food safety standard.
   - Interpretation of non-critical items may vary between health units. Therefore, the Committee should consult with the Director of Inspection or Food Safety Program Coordinator at their local health unit in order to define what items are considered non-critical.

2. Has a history of compliance with the current Ontario Food Premises Regulation for a minimum of 12 months prior to the inspection date.
   - Inspectors will review public health files to ensure potential Eat Smart!® workplace food service have no history of non-compliance during the 12 months prior to the inspection date.

3. Has not been convicted of an offence for non-compliance with the Food Premises Regulation during the past 12 months.
   - Inspectors must review public health files to ensure that the food service or cafeteria has not been convicted of an offence for non-compliance with the current Food Premises Regulation during the past 12 months.

4. Has not been confirmed as the source of food borne illness during the past 12 months.
   - This criterion recognizes that a food borne illness may have originated from a supplier and therefore out of the food service’s control.
   - In cases where the food service or cafeteria is clearly the negligent party (e.g., unsafe food handling practices), the cafeteria would not qualify for Eat Smart!®
• Inspectors must review public health files to ensure that the cafeteria has not been confirmed as the source of food borne illness during the 12 months prior to inspection.

5. Has a minimum of one kitchen employee certified in safe food handling by the health unit on site at all times.
   • Certified safe food handling is defined as
     a. National Sanitation Training Program Certificate
     b. FOODSAFE training certificate, basic level or higher
     c. ServSafe® Serving Safe Food Certificate
     d. Food Safety Training Certificate issued by an Ontario Board of Health
     e. Food Safety Training Certificate that the Medical Officer of Health or Ministry of Health considers equivalent to the Food Safety Training certificate referred to in (a), (b), (c) or (d). For example, a community college might offer an equivalent course in your region.
   • Any certification older than 5 years from the date of the Eat Smart!® assessment inspection is not valid and does not meet the requirement for the Eat Smart!® Food Safety Standard.
   • Inspectors must request the name of the employee(s) who is/are certified and ask to see the certificate(s). The holder(s) of a Food Safety Training Certificate must either show the valid certificate(s) to the Public Health Inspector when the Eat Smart!® assessment is being completed or forward a copy of the valid certificate to the Public Health Inspector within 2 weeks.

6. Consents to the sharing of its most recent inspection report with the Eat Smart!® Committee
   • If it is determined that the food service Operator does not have a copy of the most recent inspection report, the Operator can request a copy of the report from the local health unit.
SMOKE-FREE STANDARD

Participating Eat Smart!® locations ¹ must comply with the Smoke-Free Ontario Act and Eat Smart!® Smoke-Free Standard.

Workplaces must meet the following requirements:

1. Tobacco smoking is prohibited. “Tobacco smoking” refers to the smoking of tobacco in any form or holding a lighted cigarette, cigar, or pipe.
2. The participating Eat Smart!® location does not sell tobacco, tobacco products and/or accessories in the establishment, or promote the use of tobacco products through any type of brand association or promotional display. For the purposes of this section, tobacco, tobacco products and/or accessories includes: cigarettes, cigars, roll your own/loose leaf tobacco, snuff (moist, dry or sachet), chew (loose leaf, plug or twist), humidor, pipe, lighter, matches, cigarette holder, cigarette clip and/or rolling paper.
3. The participating Eat Smart!® location has not been convicted² of an offence under the Smoke Free Ontario Act or under municipal smoking bylaws, for a minimum of 12 months prior to the inspection date³.

This standard does not include or exclude smoking on outdoor patios unless the SFO, municipal by-law or workplace policy regulates smoking on outdoor patios.

¹ For the Eat Smart!® program, the term location applies to all establishments being considered for the Eat Smart!® award and includes restaurants, coffee/donut shops, snack bars, the eating area of a mall or shopping centre, take-out restaurants, tea or lunch rooms, cafes, workplaces, recreation centres, and schools. Further, the term location refers to the establishment being considered for the award and includes the outdoor areas that are used in conjunction with the premises for which the outdoor areas must be compliant with both SFO provisions and any applicable local bylaws or written school policy, which must be verified by the public health inspector. Also note if a school is attached to a municipal building (e.g. recreation centre) that is not designated as Eat Smart!®, the school will be assessed individually.

² This does not include establishments that are charged, no fine was paid and are awaiting a court date.

³ This criterion does not apply to Eat Smart!® locations where individuals have been convicted with a smoking violation on the surrounding property provided the establishment has posted no smoking signs and informed patrons of the policy.
Explanatory Notes for the Smoke-Free Standard

With the introduction of Smoke-Free Ontario Act (2005) Eat Smart!® would like to support and endorse this act. The revised Smoke-Free Standard will not only support current legislation but also encourage applicable Eat Smart!® locations to exceed it (e.g. not sell tobacco, tobacco products and/or tobacco accessories).

Distinction between charged and convicted in the Eat Smart!® criteria for the Smoke-Free Standard
Eat Smart!® locations that have been charged, a minimum of 12 months prior to the inspection date, and pay a fine without a court hearing are not eligible to achieve an Eat Smart!® award. Paying a fine demonstrates the establishment supports the charge and as a result excludes them from participation. In the Canadian justice system, individuals are innocent until proven guilty therefore the locations that are charged and awaiting a court hearing should not be excluded from participating. If at all possible, those locations with charges pending should not receive the award until after the matter is resolved. Please note that convictions can result from voluntary payment, neglecting to respond, or from a finding of guilt at a court hearing.

Why is outdoor property not included in the Smoke-Free Standard?
Only locations that are compliant with local by laws, school policies and the Smoke Free Ontario Act, with regard to outdoor areas will be considered for the award. Considering staff time and commitment, tobacco enforcement officers cannot monitor or enforce smoking on outdoor property that is not covered by current legislation. Only municipal smoking bylaws, the Smoke Free Ontario Act and written school policies that include and define outdoor property in their act are considered in the Eat Smart!® Smoke-Free Standard.

Smokeless Tobacco Products
The use of smokeless tobacco products does not present a health risk or concern to people surrounding the user, as does cigarette smoking. While smokeless tobacco is a health risk to the user, it is not a consideration for Eat Smart!® locations.

Individuals with a smoking violation at an Eat Smart!® location
The Eat Smart!® award is based on the establishment and their efforts towards promoting a non-smoking environment and not to individuals within it. If the establishment has posted no smoking signs and informed patrons of the policy, and have otherwise satisfactorily discharged their employer obligations regarding the Smoke Free Ontario Act, Eat Smart!® locations should not be excluded from the Eat Smart!® award due to the behaviour of individuals contravening the law.
SUPPORTIVE ENVIRONMENT STANDARD

Guiding Principles

- Creating an environment that is supportive of healthier choices, makes the healthier choice the easier choice and increases the likelihood that employees will choose healthier options.

- Evidence suggests that changes in pricing, placement and promotion of healthier items can change sales and consumption without negatively affecting revenues.\(^{13,14}\)

- Research shows that multi-component workplace health promotion programs have the greatest potential to improve dietary behaviour.\(^{2,15,16}\)

- It may be necessary to provide documentation of achievement of certain standards to the public health unit staff assessing the workplace as health unit staff may not be able to assess all of the standards at the time of assessment. For example, health unit staff may not be present on a day when a specific Eat Smart!\(^{\text{®}}\) promotional activity is undertaken.

- This standard is required in order to achieve the silver level Eat Smart!\(^{\text{®}}\) Award of Excellence.

- For the purposes of the Eat Smart!\(^{\text{®}}\) Workplace Program, Eat Smart!\(^{\text{®}}\) healthier choices, as referenced in this standard, are those that can be counted towards meeting the Nutrition Standard for Cafeterias, Cafés or Vending.

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\(^{15}\) Ni Mhurchu C, Aston LM, and Jebb SA. Effects of worksite health promotion interventions on employee diets: a systematic review. BMC Public Health 2010, 10:62

Eat Smart!® Action Committee

1. The workplace and cafeteria supervisor collaborate with public health to form an Eat Smart!® Action Committee, which may include members from:
   - Food-service and workplace management
   - Local public health unit
   - Staff

2. The Eat Smart!® Action Committee completes an assessment of the worksite’s food environment, making recommendations for changes to meet promotion requirement (and, if applicable, price and placement requirements).

3. The Eat Smart!® Action Committee:
   - Develops an Action Plan to implement recommendations with clear roles and responsibilities for each member and a schedule of activities.
   - Ensures a worksite management representative and food-service manager approve the Eat Smart!® Action Plan.
   - Submits the Action Plan to the Public Health Unit as part of the assessment for the Award.

4. The Eat Smart!® Action Committee participates in publicizing the Eat Smart!® award (through an award ceremony, special event or other means appropriate for the site).

Pricing of Healthier Options

The workplace negotiates with the food-service provider to:

5. Implement at least one strategic pricing initiative that prices one Eat Smart!®/healthier item in each category (beverages, snacks, entrees and side dishes) equal to or less than other same category choices of minimum nutritional value. If this is not possible, due to workplaces in the middle of multi-year contracts, the workplace must develop a plan to include a strategic pricing initiative in the following year.

6. Lower prices of healthier choices in vending machines. Actually lowering the prices of healthier options in vending machines is not necessary to meet this; however, efforts should be made to discuss this possibility with the vending provider.
### Placement of Healthier Options

7. The cafeteria places only Eat Smart!® choices in at least three (3) prominent/influential purchase locations that are easy to access (e.g., grab and go) and are highly visible, such as:

- Racks, displays, shelving, baskets at any point of purchase (e.g., displays at front of line by cashier)
- Displays at eye level (e.g. beverage cases)
- Self-serve stations
- Mobile food carts
- Self-serve coolers
- Self-serve drink dispensers
- Free-standing carts
- Areas of cross-promotion (e.g., whole grain bagels placed near coffee station)

### Promotion of Healthier Options

8. Prior to receiving the Eat Smart!® Award, and during each subsequent year, the workplace and cafeteria supervisor feature a minimum of three promotional strategies that communicate the budget-friendly, energizing, convenience and/or sensory satisfaction/taste properties of the healthier choices in the cafeteria.

Examples of promotional strategies include:

- Plan a launch event or award ceremony. The event may include displays, posters, games and give-aways.
- Distribute frequent buyer cards to encourage staff and visitors to select the healthy food choices available in the workplace.
- Offer healthy eating information via employee email (e.g., e-newsletter), and/or on workplace website.
- Communicate health messages to employees through pay cheque inserts
- Conduct taste tests, food sampling, display plates.
- Display and/or distribute provincially-developed materials such as interactive display, posters, table stands, postcards, “clings”, Advantage Pamphlet, Staff Education Booklet
- Encourage food service staff to provide verbal prompts to choose vegetable or fruit as side dish or dessert with entrees or combination dishes.
- Distribute materials (e.g., fact sheets and quizzes) to promote healthy eating during Nutrition Month® (March).
1. The workplace and cafeteria supervisor collaborate with public health to form an Eat Smart!® Action Committee, which may include members from:
   • Food-service and workplace management
   • Local public health unit
   • Staff

   It may not be necessary to form a whole new committee if an existing committee has a similar mandate (e.g., workplace wellness, occupational health and safety, health promotion committees or health action teams).

   It is important that the committee should be comprehensive in its make up and include a variety of representatives, including different stakeholders who are impacted by the food and beverages offered to employees. While the committee should include all of the groups listed, it does not have to include each of the groups listed to meet this requirement. Effort should be made to schedule meetings at a time that encourages participation from various groups. It is up to the discretion of public health unit staff as to whether the committee is comprehensive in its membership.

   Public health unit staff may have more of a consultative role, rather than as an active committee member, recognizing capacity issues faced by health units.

2. The Eat Smart!® Action Committee completes an assessment of the worksite’s food environment, making recommendations for changes to meet promotion standards (and, if applicable, price and placement standards).

   The Committee should be encouraged to assess the whole workplace food environment, including foods used for staff meetings, celebrations, etc.

   **Tip:** Use the Eat Smart!® Workplace Toolkit available on the Eat Smart!® website. It includes everything you need to guide you through assessing the workplace environment, developing an action plan with objectives, activities, timelines and a sample tracking form.
3. The Eat Smart!® Action Committee:
   - Develops an Action Plan to implement recommendations with clear roles and responsibilities for each member and a schedule of activities.
   - Ensures a worksite management representative and food-service manager approve the Eat Smart!® Action Plan.
   - Submits the Action Plan to the Public Health Unit as part of the assessment for the Award.

By ensuring a worksite management representative and food-service manager review the Eat Smart!® Action Plan, you are assured that the activities are approved in advance and will be supported by management and the food-service provider.

Submitting the Action Plan to the Public Health Unit makes it easy for the health unit staff to provide feedback, if necessary, to ensure the plan meets the criteria for this standard.

4. The Eat Smart!® Action Committee participates in publicizing the Eat Smart!® award (through an award ceremony, special event or other means appropriate for the site).

Each site’s Action Committee, in consultation with management and the food-service provider, has the ability to decide the most appropriate form of recognition which may or may not include a special event.

### Pricing

5. The workplace negotiates with the food-service provider to implement at least one strategic pricing initiative that prices one Eat Smart!/healthier item in each category (beverages, snacks, entrees and side dishes) equal to or less than other same category choices of minimum nutritional value. If this is not possible, due to workplaces in the middle of multi-year contracts, the workplace must develop a plan to include a strategic pricing initiative in the following year.

For the purposes of the Eat Smart!® Workplace Program, a strategic pricing initiative is one that prices items that meet the Nutrition Standard equal to or less than items of comparable size/volume of minimum nutritional value in the same category.

For the purposes of the Eat Smart!® Workplace Program, a snack is a food, not a beverage, which is not typically consumed on its own, or as part of an entrée. It is a food that is available between meals and/or is
portable (grab and go). Examples of potential snacks from each food group:

- **Vegetables and Fruit**: Fresh fruit, fruit salad, applesauce, dried fruit, vegetable sticks/dip
- **Grain Products**: Bagels, English muffins, breadsticks/crackers, muffins, cookies, grain-based bars
- **Milk and Alternatives**: Yogurt, yogurt-based dips, cheese, cottage cheese, pudding, frozen yogurt
- **Meat and Alternatives**: Roasted soy nuts (or other nuts), hummus, trail mix
- **Other Snacks**: Popcorn, pretzels, chips

Examples of competitively priced items that could be part of a strategic pricing initiative

- **Beverages**:
  - 250 mL milk could be priced less than all other beverages, if none are offered at comparable small size.
  - 340 mL fruit or vegetable juices could be priced equal to or less than 360 mL pop.
  - 500 mL milk or water could be priced equal to or less than 591 mL pop.
- **Snacks**:
  - Single-serve yogurt containers could be priced less than or equal to individual cookies.
  - Fruit/fruit cups could be priced less than or equal to chocolate bars.
  - Bagels could be priced less than or equal to donuts or muffins.
- **Entrées**:
  - Sandwiches could be priced less than or equal to breaded and fried choices.
  - Pasta with tomato sauce could be priced less than or equal to pasta with cream or cheese sauces.
  - Vegetarian pizza slices could be priced less than or equal to pizza slices with pepperoni or sausage.
- **Side Dishes**:
  - Cooked vegetables or side salad could be priced less than or equal to French fries or Garlic Bread.
  - Vegetables and dip could be priced less than or equal to French fries or poutine.
  - Vegetable or legume-based soups could be priced less than or equal to French fries or Garlic Bread.
6. The workplace negotiates with the food-service provider to lower prices of healthier choices in vending machines. Actually lowering the prices of healthier options in vending machines is not necessary to meet this criterion; however, efforts should be made to discuss this possibility with the vending provider.

Many food-service providers may have strategic pricing initiatives already in place and will not require any price changes to meet this requirement. The food-service provider can give the public health staff member price lists or other evidence as necessary, to review on site, to identify the strategic pricing initiative to meet each category. Due to the competitive nature of food-service providers, most would not likely allow price lists to be removed from the cafeteria.

Prices in vending machines may be higher compared to the cafeteria due to variations in contracts, commissions and labour costs associated with the loading of vending machines.

Consider advocating to other stakeholders as appropriate, which may include management, workplace wellness committee, occupational health staff, joint workplace committee.

**Placement**

7. The cafeteria places only Eat Smart!® choices in at least three (3) prominent/influential purchase locations that are easy to access (e.g., grab and go) and are highly visible, such as:
   - Racks, displays, shelving, baskets at any point of purchase (e.g. displays at front of line by cashier)
   - Displays at eye level (e.g. beverage cases)
   - Self-serve stations
   - Mobile food carts
   - Self-serve coolers
   - Self-serve drink dispensers
   - Free-standing carts
   - Areas of cross-promotion (e.g., whole grain bagels placed near coffee station)

For definitions of Eat Smart!® choice and influential purchase locations, please refer to the Nutrition Standard for Cafeterias.

The examples of prominent/influential purchasing locations provided may or may not apply to all locations, but based on available/existing display cases/equipment, each site must ensure that the requirement is met as applicable to the site.
In order for a prominent/influential purchase location to count towards meeting this standard, all choices available must be Eat Smart!® choices.

In some cases there may not be three influential purchase locations in the workplace. In these instances, it is at the assessor’s discretion how this criterion is applied. Consideration should be given as to whether or not it is possible to add an influential purchase location that is only Eat Smart!® choices (e.g. a basket of fruit at the cash).

A recommendation for remaining influential purchase locations and vending is that Eat Smart!® choices should be placed more prominently than other less healthy choices. This includes placing items at eye level, on the outer row of a sliding door fridge, towards the front etc.

Please note: This requirement works in conjunction with the new Nutrition Standard for phasing out “foods of minimum nutritional value” from influential purchase locations. The Nutrition Standard applies to the proportion of foods prepared in a healthier way (i.e., 50% of all foods and beverages available at all influential locations must be Eat Smart!® choices). This criterion of the Supportive Environment Standard goes above and beyond the Nutrition Standard in that it applies to the placement of Eat Smart!® choices in at least three influential purchase locations, ensuring that only Eat Smart!® choices are available in these three locations and recommending that Eat Smart!® choices are more prominently placed in other locations.

### Promotion

8. Prior to receiving the Eat Smart!® Award, and during each subsequent year, the workplace features a minimum of three promotional strategies that communicate the budget-friendly, energizing, convenience and/or sensory satisfaction/taste properties of the healthier choices.

Examples of promotional strategies include:
- Employee email, worksite website advertising and LCD screens
- Pay cheque inserts
- Frequent buyer cards
- Taste tests, food sampling, display plates
- Workplace newsletter
- Launch or award ceremonies
- Provincially-developed materials such as: posters, table tents, clings”
- Staff provides verbal prompts to choose vegetable or fruit
The focus should be on the price, taste and convenience properties of specific foods/beverages, rather than on their nutritional benefits or on Eat Smart!® program details.

The promotional activities may be planned and implemented by an existing group or committee or the Eat Smart!® Action Committee. A variety of people may be involved, depending on the workplace, but all sites need to work in conjunction with the cafeteria supervisor. Many food-service providers may already be providing promotional messages and resources that meet this requirement. Ideally, materials are either developed in consultation with or approved by the public health unit.

In recognition of the limited capacity of some public health units and travel time required to visit sites in some regions, in-person checks are not required. Documentation of activities could include samples of promotional materials used, written description of events or the evaluation component of the action plan returned to health unit. The method that is most appropriate for the public health unit and the food service site can be determined individually.
POLICY STANDARD

Guiding Principles

• Creating an environment that is supportive of healthier choices, makes the healthier choice the easier choice and increases the likelihood that employees will choose healthier options.\(^\text{17,18,19}\)

• Evidence suggests that multi-component workplace health promotion programs have the greatest potential to improve dietary behaviour.\(^\text{2,20,21}\)

• A comprehensive approach to workplace nutrition programming is encouraged and includes the following health promotion strategies for encouraging and promoting health: awareness raising, environmental support, education and skill building, and policy development.

• The Policy Standard is required in order to achieve the gold level Eat Smart!\(^\text{®}\) Award of Excellence.

### Healthy Eating Policy

Policy refers to both formal policies that have been officially adopted by the organization as well as less formal policies (e.g., guidelines), as long as the following criteria are met.

1. The workplace has in place a food or nutrition policy that is:
   • Endorsed by senior management
   • Publicized and communicated to staff
   • Understood by staff
   • Monitored

2. The policy was developed with representation from all stakeholders (management, employees, and food service personnel), and included input from a registered dietitian.

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\(^{19}\) Sorensen, G, Linnan L, and Hunt MK. Worksite-based research and initiatives to increase fruit and vegetable consumption. *Preventative Medicine* 2004;39 Suppl 2:S94-100


3. The food or nutrition policy should include*:
   - An emphasis on healthier foods and beverages at work-related events, including meetings, workshops, and social functions as well as those held offsite or funded by the organization; and in all workplace venues (cafeteria, café, vending machines)
   - A definition of healthier and less healthy food and beverage choices

   The food or nutrition policy could also include*, but is not limited to:
   - Ensuring healthier foods are competitively priced and readily available in some/all workplace venues (cafeteria, café, vending)
   - Ensuring meals served in workplace venues contain foods from at least 3 of the 4 food groups
   - Reducing the promotion of less healthy food choices in workplace venues
   - Not including the sale of less healthy foods in workplace fundraising
   - Practicing safe food handling guidelines in workplace venues
   - Providing staff with adequate time for meals and snacks away from their desks
   - Providing staff with adequate, clean lunch room facilities to allow them to bring meals from home (fridge, microwave, sink)
   - Reflecting the cultural diversity of staff
   - Reimbursing/subsidizing staff for nutritional counseling (i.e., workplace benefits plan)
   - Offering Ontario or locally grown food whenever possible in workplace venues and at work related events
   - Minimizing food waste and disposable packaging in the workplace

*The specific language used in the workplace healthy eating policy does not need to exactly match the language used here. Workplaces are encouraged to tailor the messages in their healthy eating policy to meet the needs of their specific workplace, while maintaining the intention of the standard.

### Education and Skill Building Activities

The following is a recommendation and not required to achieve the gold level Eat Smart!® Award of Excellence.

1. During the award year, the workplace agrees to collaborate with a registered dietitian from the public health unit to implement an activity that educates employees about how to become actively involved in improving their eating behaviours. Activities may include:
• Deliver interactive presentations or workshops (e.g., “lunch and learn” sessions) on nutrition, health and wellness topics
• Direct employees to interactive learning websites e.g., eaTracker, Eat Right Ontario, Healthy Eating is in Store for You, My Food Guide.
• Engage employees in fun and interactive workplace challenges such as a vegetable and fruit challenge or a recipe contest where employees’ own recipes are judged for nutritional content and taste.
• Provide grocery store tours to demonstrate how to make healthier food choices when shopping for food
• Provide workers with healthy recipes; offer cooking classes or put together a workplace cookbook.
• Coordinate monthly pot luck lunches where each employee cooks a recipe from a heart healthy cookbook.
• Email blast messages with tips and information on healthy eating topics (e.g., eating higher fibre foods, eating more vegetables and fruit, cutting back on sodium, etc.)
Explanatory Notes for Policy Standard

Policy

The workplace may involve the public health unit in the development of the policy; however health unit involvement is not mandatory as long as the workplace seeks input from a registered dietitian to meet the criteria listed.

When developing the food and/or nutrition policy, the following framework is suggested:

1. Convene stakeholders
2. Establish a goal and objectives for the policy (i.e. “purpose”)
3. Establish rationale for policy
4. Identify scope of the policy
5. Determine strategies for implementing the policy (i.e. “procedure”)
6. Outline potential methods for monitoring and evaluation
7. Obtain feedback from stakeholder groups/representatives
8. Obtain senior management support/endorsement
9. Communicate policy to staff/educate staff on policy

TIP: Keep the policy short. Include appendices with additional information

The healthy eating policy is meant to apply to the workplace as an organization. It is not meant to apply to the food choices and/or decisions of individual employees. For example, it should not apply to foods purchased on the employee’s personal time or brought from home.

It is essential that the policy is monitored and feedback obtained to identify areas of concern or potential problems. The policy should be modified as needed based on feedback. Feedback can be collected in different ways ranging from formal to informal:

- Spot checks of meetings and events to monitor participation
- Conversations with employees
- Focus groups with employees
- Employee surveys
- Feedback forms for employees using the policy
- Feedback forms for employees impacted by the policy

The health unit and workplace can determine what documentation is required to meet this standard.

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22 Heart Health Resource Centre, Policies in Action, 2002
**Education and Skill Building Activities**

This criterion is a **recommendation** and not required to achieve the gold level Eat Smart!® Award of Excellence.

As part of a comprehensive workplace wellness program, implementing food and nutrition education and skill building activities can help promote healthy eating among employees. Specifically, these strategies involve providing employees with opportunities to develop skills that support healthy eating habits.

The workplace may involve the public health unit in the development and implementation of skill building activities; however public health unit involvement is not mandatory if the workplace collaborates with another registered health professional such as a registered dietitian or registered nurse.

The nature of the activity and frequency at which these activities may occur is at the discretion of the workplace.

For more detailed information on education and/or skill building activities, please visit the following websites:

- York Region, Healthy Eating in the Workplace [http://www.york.ca/Services/Public+Health+and+Safety/Food+and+Nutrition/Nutrition+-+Programs+and+Services+Offered+-+Workplace+-+Education+and+Skill+Building.htm](http://www.york.ca/Services/Public+Health+and+Safety/Food+and+Nutrition/Nutrition+-+Programs+and+Services+Offered+-+Workplace+-+Education+and+Skill+Building.htm)
- Healthy Eating Challenge [http://www.kflapublichealth.ca/Files/Resources/Healthy_Lunch_Challenge.pdf](http://www.kflapublichealth.ca/Files/Resources/Healthy_Lunch_Challenge.pdf)
Section 3

Planning and Recruitment

Eat Smart! requires participation by both public health staff and workplaces. The following section will help you with planning and recruitment for the Eat Smart!® Workplace Program. Proper planning is crucial to the ongoing success of the program. This section provides a timeline for implementation of the program, resources needed to implement the program, how to form your Eat Smart!® Team and ideas on building support with the various stakeholders involved with the program.
<table>
<thead>
<tr>
<th>Step</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Initial contact made with workplace</td>
</tr>
<tr>
<td>2.</td>
<td>Workplace Eat Smart!® Action Committee formed</td>
</tr>
<tr>
<td>3.</td>
<td>Action Committee conducts workplace assessment</td>
</tr>
<tr>
<td>4.</td>
<td>Workplace submits Eat Smart!® application to Health Unit</td>
</tr>
<tr>
<td>5.</td>
<td>Health Unit performs initial check of workplace records to ensure Food Safety and Non-Smoking compliance</td>
</tr>
<tr>
<td>6.</td>
<td>Dietitian reviews menus, conducts a site visit and consults with food services regarding changes (if any) necessary to meet Eat Smart!® standards</td>
</tr>
<tr>
<td>7.</td>
<td>Food services implements changes to meet Eat Smart!® standards</td>
</tr>
<tr>
<td>8.</td>
<td>Eat Smart!® Action Committee develops Action Plan</td>
</tr>
<tr>
<td>9.</td>
<td>Eat Smart!® Action Committee begins promoting Eat Smart!® program and implements Action Plan (ongoing)</td>
</tr>
<tr>
<td>10.</td>
<td>Health Unit notifies workplace of Award (if eligible)</td>
</tr>
<tr>
<td>11.</td>
<td>Workplace Award ceremonies held (if applicable)</td>
</tr>
<tr>
<td>12.</td>
<td>Re-Application</td>
</tr>
</tbody>
</table>
Resources Associated with Implementation

The resources required to implement the Eat Smart!® Program consist of staff time and a small budget, used predominantly for promotional materials and award ceremonies.

The majority of the work for the program is conducted by either a public health dietitian or nutritionist. Surveys of health units implementing the program indicate that the workload for Eat Smart!® can ebb and flow over the course of the year, with more intense times during assessments and award ceremonies, with reduced amounts of time required once workplaces have been awarded and after applications have gone out, but before assessments begin. Looking at the year as a whole, on average, dietitians or nutritionists spend less than a half day a week (0.1 FTE) working on the Eat Smart!® Workplace Program. Depending on the size of your health unit and the number of workplaces, some health units have one nutrition staff who works solely on the Eat Smart!® Workplace Program, while others have more than one nutrition staff assisting with the program. The right mix depends on the health unit.

In addition to the dietitian or nutritionist, the support of other public health staff is crucial for program success. Again, the workload associated with these positions varies over the course of the year, but on average, these positions spend less than an hour per week on work related to the Eat Smart!® Workplace Program:

- Public Health Inspector
- Health Promoter
- Administration

In terms of costs associated with the program, as mentioned previously, the majority of the costs associated with the program are related to purchasing promotional materials (see Section 7 – Promotional Resources) as well as hosting award ceremonies, where funds are used for food, decorations, and renting space. In addition, some funds are used by health units to frame or mount Award Certificates for workplaces. Some health units use funds to advertise and market the program to businesses in their community. In 2010, health units spent, on average, $971 implementing the Eat Smart!® Workplace Program. The amount per health unit ranged from $0-$9500.

Costs can be managed by using promotional materials developed by the Nutrition Resource Centre, which are usually low in cost or free to participating health units, and by partnering with local business associations or other business groups to offer award ceremonies and promote the program.
Increasing Awareness and Building Support

While some workplaces will be eager to apply for the Eat Smart!® Award of Excellence and make the changes required to meet the Eat Smart!® Standards, others may not be. These workplaces will require further information and support in order to understand the potential benefits of participating in the Eat Smart!® Workplace Program.

This section will help you identify the steps you could take to increase awareness about the importance of offering healthier food options in workplaces necessary to implement Eat Smart!®.

Potential Stakeholders

Each community is unique and may have a number of different stakeholders that you will want to engage in order to make implementation of the Eat Smart!® Workplace Program possible. Stakeholder interest, time and commitment may vary substantially, so it is wise to identify as many stakeholders as possible. All parties identified below should be recognized as potential stakeholders in the Eat Smart!® Workplace Program.

- Public health
  - Management
  - Staff
- Workplace
  - Senior Management
  - Human Resources
  - Occupational Health and Safety
  - Unions
  - Employees
- Food services
  - Providers
  - Staff
- Community groups and associations
  - Local Business Improvement Associations (BIAs)
  - Chamber of Commerce

All stakeholders should be considered when building awareness and/or getting support for program implementation. More people involved from the very beginning will likely result in more support and commitment throughout the program.
Public health support

Since the local public health unit is the organization responsible for awarding the Eat Smart® Award of Excellence, support from the board of health, city council and/or the public health unit’s management (depending on health unit’s organizational structure) and staff is essential. Public health staff includes but is not limited to, public health nutritionists, public health dietitians, public health inspectors, public health nurses and health promoters.

While some public health units might immediately receive strong support from their boards of health, council, management and staff, others will have to demonstrate the need for the program. They will have to advocate for the support and resources required for program planning and implementation.

The steps to building awareness and getting support might involve:
- Demonstrating the need for the program (i.e. health statistics, consumer trends)
- Outlining the process and identifying the resources required for implementation
- Identifying potential benefits (i.e. community’s health, positive media attention)
- Highlighting program success stories
- Reviewing the Ministry of Health and Long Term Care priorities (i.e., Ontario Public Health Standards, Ontario’s Action Plan for Healthy Eating and Active Living) and showing the link with Eat Smart® objectives

Once the public health unit is on board, the public health professionals responsible for program planning will work collaboratively to gain further support for the program (i.e., from workplaces, foodservice sector and community groups).

Workplace support

Ontario’s Chief Medical Officer of Health stated in the 2004 Healthy Weights, Healthy Lives report that it is critical that all sectors of the community (i.e., government, health sector, food industries, workplaces, schools, families and individuals) become part of a comprehensive province-wide effort to change all the factors that contribute to unhealthy weight. Workplaces are in a position to positively influence the health

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of their employees by creating an environment that promotes both active living and healthy eating.

Workplaces may initially not be supportive of the idea of providing an environment that is supportive of healthier eating. While in theory many companies would agree that healthy eating is important, some may feel it is beyond their scope of influence to ensure that their workplaces offers healthier food choices. Traditionally, workplace health and safety initiatives have focused on employee injuries and reducing time lost due to injury. Chronic disease prevention may not be a top priority. Workplaces may be hesitant to take on another workplace health and safety priority due to cost or lack of return on investment (ROI). Workplaces may also not work closely with their food service operators and therefore communication might be challenging. Depending on the type of financial relationship with the food service provider, the workplace might be afraid that they will lose income from food service operations if changes to the menu occur. Finally, in some workplaces there may not be a clear understanding of whose role it is to work with the health unit on implementing Eat Smart!®.

At this stage it is important to talk to senior management and get their support. Once management is supportive, this will open many doors and hopefully set a tone within the organization (i.e. organizational culture) where healthy eating is valued. When speaking with management, it is important to highlight that the actual costs to the program can be quite minimal, with staff time the being the most costly. Businesses are interested in the return on investment (ROI). ROI is the number of dollars invested in a program per number of dollars saved. In this case some of the costs saved include reduced absenteeism, health care and benefit costs. In addition, research has also shown further benefits, which are harder to place a dollar value to such as reduced staff turnover and improved employee morale.

When speaking with workplaces and food service operators it is important to be honest about the potential consequences of making changes to the menu but also to highlight the potential benefits that are likely to occur, including the financial benefits. For instance, offering healthier food options, if promoted effectively, could bring in new customers, positively influence the eating habits of regular patrons and finally, attract positive community and media attention. When marketing practices such as strategic pricing, promotion and placement are put in place, revenues can increase.

The steps to building awareness and getting support might include:
  - Demonstrating the need for the program (i.e., employee health statistics, consumer trends, employee interests/wants)
• Outlining the process and identifying the resources required for implementation, both those provided by the health unit and the workplace
• Identifying the potential benefits (i.e., financial, employee satisfaction, positive image in media and with other businesses)
• Highlighting program success stories from other businesses in your community

Food service support

Similar to workplaces, the food service sector also has a role to play in promoting healthy and safe eating habits. More and more food manufacturers, retailers and food service providers are acknowledging the increased consumer demand for healthier options by introducing healthier food products and making a strong commitment to promoting the health of Canadians.²⁴,²⁵

That being said, the food sector is strongly influenced by consumer demand, profit margins and adequate financial, physical and human resources.

Steps to building awareness and getting support might include:

• Demonstrating the need for the program (i.e. health statistics, consumer trends)
• Outlining the process and identifying the financial and human resources required for program implementation
• Reviewing trends in consumer demands
• Identifying the potential benefits (i.e. being a champion/community leader, meeting consumer demand, increased revenue and media recognition)
• Highlighting success stories from similar organizations

Community Groups/Associations and Customer support  
(Includes support from community groups and associations)

Finally, building awareness and getting support from community groups and employees will have a significant impact on program implementation and overall success. In many cases, it is by demonstrating support from employees that the workplace and food service sector will agree to be involved and stay involved throughout the entire process.

First, it is important to increase customer awareness about Eat Smart!®, the importance of healthy eating, and the short-term and long-term health benefits associated with healthy eating.

Prior to program implementation, it is also important to gauge customer support and readiness for a program such as the Eat Smart!® and get customer feedback on foods they would like to see on the menu.

Steps to building awareness and getting support might include:

- Demonstrating the need for the program (i.e. health statistics, consumer trends)
- Gauging employee opinion or interest
- Gaining support from a community champion or leader
- Influencing key decision makers
- Highlighting success stories from similar communities or community groups

Building Your Eat Smart!® Workplace Program Team

Once you have the support of key stakeholders within your health unit, you’ll want to form an Eat Smart!® Workplace Program Team to implement the program. Usually, the group or team is headed by a dietitian or nutritionist, however, it may also include representation from:

- Other nutrition staff
- Health inspectors
- Workplace Health Team (health promoters, public health nurses)
- Administration
- Evaluation Specialists
- Communication Specialists

Some of these team members may only be included in meetings or communications on an as needed basis, but it can be helpful to establish
contacts early on and include these individuals in the initial discussions of the team and roles/responsibilities.

Most team members will require some information about the Eat Smart® Program. At this point, it is usually helpful to have a meeting to orient people to Eat Smart®, gain their support (if you haven’t already) and discuss what their role will be, including time commitment and time frame. Below is a chart outlining potential roles with an example time frame and approximate time commitment, based on the timeline shared earlier and feedback from health units. The main nutrition staff heading the team would be in addition to these estimates. The timeframe and time commitment may be different in your health unit depending on the number of participating workplaces and priorities. Use this as a guide only.

<table>
<thead>
<tr>
<th>Position</th>
<th>Eat Smart® Role</th>
<th>Timeframe*</th>
<th>Time Commitment*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nutrition Staff</td>
<td>• Workplace assessment</td>
<td>• Dec-Jan</td>
<td>• ½ day per workplace</td>
</tr>
<tr>
<td>Health Inspectors</td>
<td>• Food safety and smoke-free assessment</td>
<td>• Dec-Jan</td>
<td>• Within normal duties</td>
</tr>
<tr>
<td>Workplace Health Team</td>
<td>• Workplace recruitment</td>
<td>• Sept</td>
<td>• Within normal duties</td>
</tr>
<tr>
<td></td>
<td>• Promotion of award winners</td>
<td>• Feb-Mar</td>
<td>• ½ day</td>
</tr>
<tr>
<td></td>
<td>• Assist with award ceremony</td>
<td>• Mar</td>
<td>• 1 day</td>
</tr>
<tr>
<td>Administration</td>
<td>• Mailings to workplaces</td>
<td>• Sept</td>
<td>• Few hours</td>
</tr>
<tr>
<td></td>
<td>• Collating applications and materials</td>
<td>• Oct-Nov</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Assisting with award ceremony</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation</td>
<td>• Evaluation of participating workplaces</td>
<td>• Mar</td>
<td>• ½ day</td>
</tr>
<tr>
<td></td>
<td>• Promotion of Eat Smart® Award winners and award ceremony</td>
<td>• Feb-Mar</td>
<td>• Depends on evaluation plan</td>
</tr>
</tbody>
</table>

*This information is an example only and varies greatly depending on the health unit.

In addition to this time commitment, it is recommended that the team meet on an ongoing basis to ensure that program implementation is on schedule and to discuss any programmatic issues. Monthly meetings are usually sufficient for this, though additional meetings may be required during program assessments and prior to the award ceremony.

It is always considerate to recognize the participation of team members either through a simple thank you note/email, announcement, or celebration (can be connected to the award ceremony). In some cases it would be appropriate to send a communication to the manager indicating the staff member’s involvement and recognizing their contribution to the Eat Smart® Program. Again, the type of recognition appropriate will vary between health units.
Section 4

Implementation
Resources for the Health Unit

In this section you will find step by step instructions on how to implement the program as well as the resources required to recruit, assess and award workplaces the Eat Smart!® Award of Excellence. In this section you will also find information on how to assess franchises within workplaces, information on program materials as well as guidelines on the use of the Eat Smart!® logo and symbol.
Working with Businesses

Workplaces offer an ideal venue for health promotion programs targeting an adult population, such as the Eat Smart!® Workplace Program. Workplaces offer a captive audience, with adults spending, on average, 50-60% of their waking hours at work. Usually at least one meal is consumed during work hours as well as 1-2 snacks, making nutrition programs a good fit for the workplace.

When approaching or working with businesses, it is important to consider their organizational culture and priorities. For some businesses, the Eat Smart!® Workplace Program will make ideological sense to them and fit well with their corporate culture of employee health and wellness. For others, they will need more convincing that a nutrition program like Eat Smart!® is worth their time and investment. Be sure to tailor your approach to each organization and to address their concerns.

For most businesses, they will be interested in the financial bottom line or the return on investment (ROI) – what the program will cost them. This could include actual costs to produce materials, staff time to implement the program and any potential lost revenue (which may or may not occur) from food service operations. They will naturally be interested in what they can gain from the program. This can include improvements in employee morale, turnover, absenteeism, extended benefit costs etc. More information on ROI is in Sections 1 and 3.

At this point, it may be appropriate to highlight other businesses in the community that have successfully implemented the Eat Smart!® Workplace Program (be sure to check with them first). When undertaking a new initiative, it can be helpful for organizations hear the success stories of others. This helps them to see how the program really looks and operates on a day to day basis as well as address any hesitations or concerns they might have.

There are different methods of contacting workplaces that you'll want to consider. You may want to partner with others in your health unit who are already working with workplaces and have them suggest workplaces that might be interested in the program or they could suggest the program directly to workplaces. You can also approach workplaces through their Human Resources, Occupational Health contact, Food Services company or management. Working with your local Chamber of Commerce or other Business Association may allow you to approach a number of businesses at once and generate interest in the program that way. Again, as with your pitch, who you approach in each organization will be different, depending on the organization.
Suggested Program Implementation Process

The following is an outline of a suggested process for implementation of the Eat Smart!® Workplace Program. Public health units and businesses across the province work differently. You will have to establish the process that works best for its organization and community.

**Step 1: Application**

Interested workplaces contact the health unit. There are a number of ways to establish interest in the program. Below is a list of ways in which health units approach workplaces, but there are others:

- Through health unit workplace health promoters
- Presentations to local business associations or groups
- Advertisements in business publications
- Letters to workplaces
- Calling workplaces that have participated in Health Unit initiatives in the past (bike to work week, healthy eating challenges, healthy workplace month events etc.)

Once you have the interest of workplaces, you can send them more information, deliver a presentation or meet with them in person to tell them more about the program.

**Step 2: Preparation**

Once the workplace has expressed an interest, set up a meeting to discuss the specifics of the program and their current situation. Meeting with workplaces can be time intensive, but likely to yield a greater rate of participation and generate more interest in the program. This also allows you to learn more about the organization and tailor your pitch and level of support. Be sure to bring documents from Section 6 – Implementation Resources for Workplaces that you feel would be helpful for the workplace, as well as an application form.

At this stage, you may need to do a quick assessment of the workplace to help them determine what level they should apply for as well as look at what areas they need to work on before they are ready to apply. You may also have to help them establish an Eat Smart!® Action Committee.

Some workplaces may be ready to apply right away, while others may need to do some work and apply in a year. This is completed acceptable and part of the process. Be sure to note which businesses are not ready this year and continue to maintain contact with them and support them, as resources permit, to ensure that they are able to apply the following year.
Step 3: Assessment

Once you have the completed application form and documentation from the workplace, schedule a time to conduct the assessment. Depending on the size of the workplace and the award level, this assessment could take between 1-3 hours. If the assessment also includes numerous vending machines, it is recommended that you conduct the assessment over more than one day. It is helpful to have a workplace representative as well as a food service representative available to speak with you during your assessment to answer any questions and offer further information.

Before visiting the workplace, it is recommended that you check for compliance with the food safety and smoking-free standards before completing a review of the menu(s). Once this is complete, conduct a review of any submitted documentation and menus. Regardless of what is submitted, most health units prefer to visit the workplace and go through the menus and vending machines in person. This allows you to fully understand the workplace and helps you to make any judgment calls that might be required during the assessment.

During your assessment (or prior to), review the membership of the Eat Smart!® Action Committee and any terms of reference, meeting minutes, assessments, and action plans. During your visit you can also ensure compliance with placement and pricing standards and look for evidence of promotions. However, it is likely that promotions have been conducted at other times during the year, so asking for documentation of these would be encouraged. Finally, viewing and discussing a copy of the workplace healthy eating policy should occur if the workplace is applying for the gold level.

Once you have visited the workplace and completed your assessment, contact the workplace and discuss any changes that would need to be made to qualify for the award. If it is a minor change, the workplace may be able to implement the change quickly and still qualify for the award or if a more significant change is needed, the workplace may choose to wait and re-apply for the award the following year. Continue to maintain contact with these workplaces and support them, as resources permit, to ensure that they are able to apply the following year.

Related Appendices:

- Appendices 5-12 - Assessment forms
- Appendix 13 - Assessment Summary Form
Step 4: Notification of Award

If no changes are required, notify the workplace of their award status.

With their letter of congratulations, send the workplace the Terms and Conditions of the Eat Smart!® Award as well as the logo use guidelines. At this time, you may also want to discuss the level of involvement the health unit will have in any promotions, skill building or educational activities as well as with the Action Committee. You can also include information about promotional items available to the workplace. More information on these are available in Section 7 – Promotional Resources.

The health unit should consider implementing an award celebration or ceremony with the awarded workplaces. This could be a small event at each workplace or a larger event for all workplaces that also includes a media component.

Step 5: Maintenance and Monitoring

To uphold the integrity of the Eat Smart!® designation, monitoring of the program standards in awarded workplaces is suggested. The degree to which it is possible to monitor standards throughout the year is dependent upon public health human resources and protocol for food safety inspections. In certain workplaces, the Eat Smart!® Action Committee can help with monitoring. More on Monitoring is included in Section 5 – Monitoring and Evaluation.

Step 6: Renewal

Approximately 2-3 months before the next award cycle, contact workplace who currently have an Eat Smart!® Award and assess their level of interest in re-applying. Encourage those at the bronze level to consider the silver level and those at the silver level to consider the gold level. If communication has been ongoing between the health unit and the workplace, hopefully the workplace has already been working toward the requirements for the next award level. However, if not, this still allows them some time to consider this. Be sure to follow up with workplaces that you don’t hear from after sending the invitation to reapply.
Assessing Franchises as part of Eat Smart!® in Workplaces

Many larger workplaces have franchises as part of their food service operations. Most often it is a kiosk or cart either within the main cafeteria or somewhere else in the building (e.g. lobby). Franchises may present a challenge for health units when conducting the nutrition standard assessment. Below are recommendations on how to assess franchises within workplaces.

**Scenario 1**
*Franchise in the main cafeteria or eating area (e.g. a Pizza Pizza kiosk service area within the cafeteria)*

In this instance you would evaluate the franchise as part of the cafeteria. You would assess it the same way you would if the cafeteria had their own pizza service area in the cafeteria.

You **would** assess the pizza dough/crust as part of the grains standard:
1. At least 50% of all sandwich-type choices (pre-made and/or made-to-order) on bread, bagels, pita, rolls, flour tortillas/wraps, English muffins, buns, pizza dough/crust, are whole grain

You **could** assess the vegetables as part of the vegetable standard.

You **could** assess the cheese as part of the milk and alternative standard.

In addition, you could provide guidance on how to make their menu items healthier options. In this case it could be using lower fat cheese, less cheese, leaner meats, more vegetable toppings etc.

**Scenario 2**
*Franchise located in the workplace other than the main cafeteria or eating area. (e.g a Tim Horton’s kiosk near the main entrance to the workplace)*

In this instance, the franchise would not have to meet the Eat Smart!® standards in order for the workplace to receive an Award of Excellence.

As part of the workplace assessment, you would assess the franchise using the café standard (in most instances). It is assumed that there is only a limited selection of food items being served, hence the use of the café standard would be appropriate. In some instances, a franchise may offer a very large selection of food items, which would fit more closely
with the standards set out for cafeterias. The professional judgment of a dietitian should be used to determine which nutrition standard to use.

As part of your assessment, you would provide both the workplace and franchise a list of suggested changes that could be made in order for the franchise to meet the Eat Smart!® standards. In many cases, there is some flexibility within the franchise about which foods are offered for sale. This may make it possible for the franchise to meet the café nutrition standard. In addition, the workplace may have some say in which products are sold and/or changes that they would like to see made to the product mix, which would also help to facilitate a move towards healthier options.

Franchises should be encouraged to meet the Eat Smart!® standards as much as possible, however, meeting the standards is not required for receiving an Award of Excellence.

_Example – Full service Tim Horton’s kiosk_
A Tim Horton’s kiosk that serves sandwiches and soups could meet the standard by offering the following choices on a daily basis:

Two choices in each food group:
- grain products – lower fat muffins, bagels
- vegetables and fruit – 100% juice, vegetable soup
- milk and alternative – 1% chocolate milk, yogurt parfait
- meat and alternatives – peanut butter, sliced turkey breast

- offers bottled water for sale
- ingredient information available by request
- will serve all spreads etc. on the side if requested
- offer Becel, lower fat cream cheese and mayonnaise
Program Materials

In order to implement the program, materials are available from the Nutrition Resource Centre. An order form is available on the Eat Smart! website (www.eatsmartontario.ca) under Information for Health Units. These materials are free of charge for health units implementing the program. In addition, there are promotional materials available for order, which are outlined in Section 7 – Promotional Resources.

1. Vending machine banner

Electrostatic for displaying inside glass of typical snack vending machine

2. Symbol stickers

Three sizes (½”, ¾” and 1¼” diameter) are available for use on vending machines and menu boards

3. Door decal
4. Customizable award certificate and date stickers

![Award Certificate Example]

**Award of Excellence**

**Presented to:**

**Name of Recipient**

**Name of Health Unit**

A program to promote this award recognizing exceptional programs in:

- Healthy food choices
- Food safety
- Supporting a smoke free Ontario

Signed

December 31, 2012

www.EatSmartOntario.ca
Guidelines for Use of the Eat Smart!® Logo and Symbol

There may be times where health units or workplaces will want to create their own materials. This section outlines the standards and acceptable uses for both the Eat Smart!® logo and symbol.

Logos

The visual image for Eat Smart!® is a heart-shaped apple reversed out in a solid red square. A bright green leaf appear on the stem. In addition, the logo includes the ® symbol, indicating the Official Mark status of both the program name (Eat Smart!®) and the logo.

There are four Eat Smart!® Program logos that can be used on program materials and resources. There is a logo for each program (School, Workplace and Recreation Centre) and a fourth logo that can be used on promotional material that includes the Eat Smart!® URL. All logos are available in English and French; in full-colour, black and white and greyscale; and in .jpeg or .eps format. All logos can be downloaded from the health unit side of the Eat Smart!® website.

School

Eat Smart!
A votre santé!
School Program

Workplace

Eat Smart!
A votre santé!
Workplace Program
i. Logo Colour Breakdown
   Green leaf – GREEN PMS 347
   Red – RED PMS 186
   Black – BLACK

ii. Minimum Size Requirement
   The logo must be a minimum of 1” in height, unless the item itself prohibits this because the item itself is smaller than 1” (e.g. a pen).

iii. Logo Elements
   Apple/Heart Image
   The apple/heart image consists of a red square, reversed white apple/heart and a green leaf. The square shape should always appear as a perfect square with all four sides equal. The green leaf must always touch the stem and be of the exact size shown in relation to the square.

   Eat Smart® Name
   Eat Smart® always appears with an exclamation mark, even when referring to it in text. It is always accompanied by the ® symbol in the logo and in text. In text, this should be a superscript. Always maintain the proper size and position between the logo and name. Always use the font Poetica Chancery 1.
Underline
The underline should always appear with rounded ends.

Sub-head (Program Name)
The sub-head should always be in black and always in Garamond Narrow font.

iv. Incorrect Logo Treatment
The Eat Smart!® logo must remain intact, as supplied in either .jpeg or .eps files. For example,
- the Eat Smart!® should not appear on one line
- the apple/heart symbol should not change locations or size
- the sub-heading should not change in size
- the underline should not be removed or altered in size

v. Guidelines for using the Eat Smart!® logos
When producing Eat Smart!® promotional materials, the Eat Smart!® logo should be accompanied by the logos of the program partners - Canadian Cancer Society (CCS) and the Heart and Stroke Foundation (HSF)*. All logos must be used consistently and correctly. It is crucial that the following guidelines be strictly adhered to in order to maintain consistency across the province, in all applications.

- Locally, CCS (Ontario Division) and HSF (Ontario) partners must be informed of all materials being produced which use their logos. Likewise, if there are materials being produced which feature the Eat Smart!® logo but do not feature the partner logos due to space issues, CCS and HSFO must be contacted for approval.

- CCS and HSF logos are available on the health unit side of the website. Guidelines on the use of CCS and HSF logos are available from the Eat Smart!® Program Coordinator if necessary.

- Canadian Food Inspection Agency regulations prohibit using the Eat Smart!® logo (which includes a modified heart symbol) with specific menu items.

- Any materials that include the Eat Smart!® logo would have to be reprinted/removed without the logo if the establishment does not qualify for the program in a subsequent year (adherence with the program’s nutrition standard is assessed annually). For example, if the Eat Smart!® logo is printed on a menu board, it would have to be removed or the menu board replaced if the snack bar no longer qualified for the Eat Smart!® Award of Excellence.
• It is recommended that establishments producing any materials that incorporate the Eat Smart!® logo obtain final approval from the local health unit to ensure that the logo use follows these guidelines and that any messaging with the logo is consistent with the messages promoted in the Eat Smart!® program.

• The Eat Smart!® logo with the URL was developed so that promotional items only (such as water bottles, bags, aprons, locker mirrors, t-shirts, etc) could be produced for more than one Eat Smart!® setting. This does not apply to print materials such as pamphlets, letters etc.

*Even though the official program partners are the Canadian Cancer Society (Ontario Division) and the Heart and Stroke Foundation of Ontario, in both cases, the national symbols are used.

vi. Can establishments use the Eat Smart!® logo in advertising and other promotions?
The Eat Smart!® Program was developed with very specific requirements for use of the Eat Smart!® logo and the Eat Smart!® program name. These specifications are outlined above.

Issues have recently arisen around the use of the Eat Smart!® logo by establishments in their advertising and other promotions. The Provincial Steering Committee has discussed this issue. It was agreed by this group that advertising by establishments can be of benefit to the program as it spreads the word across the province. However, there are criteria to follow.

All advertising promotions must be reviewed by the health unit in advance of their final production. As long as the Eat Smart!® logo and name are used properly, the advertising should be approved. The NRC can help with this review, upon request.

The issue of using the logo on menu boards and products has clear restrictions. According to the Food and Drugs Act and Regulations, enforced by the Canadian Food Inspection Agency, a logo such as Eat Smart!® (with a modified heart symbol) cannot be linked to a specific menu item unless it meets specific heart health nutrition criteria. This must be confirmed with a lab analysis of the food product. This is an expensive undertaking and is done very rarely.

For this reason, NRC has created a symbol which does not have a modified heart and can be used with single serving prepackaged food and beverages that meet the nutrition criteria established for the Eat Smart!® Nutrition Standard for Vending Machines that are sold in
vending machines, snack bars/cafés in recreation centres and workplaces. See below for more details.

2. **Symbol**

   Similar to the Eat Smart!® logos, the Eat Smart!® symbol maintains the same colours, but does so without the use of a modified heart symbol, allowing it to be used to identify specific food and beverage products. Regulations provided by the Canadian Food Inspection Agency prohibit using the Eat Smart!® logo (which includes a modified heart symbol) with specific menu items or food products.

   The symbol is bilingual and available in full colour only. Symbol stickers have been produced and are available for use in Recreation Centres (snack bars and vending) and in Workplaces (cafés and vending).

   The Eat Smart!® symbol stickers (available in three sizes) are designed to identify healthier packaged products sold in vending machines or snack bars/cafés. They may be used alongside packaged products that meet nutrition criteria defined in the Eat Smart!® Nutrition Standard for Vending Machines. For example, the symbol stickers should be placed beside the selection number and price on the shelf of a vending machine. The symbol stickers should not be placed directly on food and beverage packages.

   It is inappropriate to use the symbol in the Eat Smart!® School Program or in workplaces that do not meet the Eat Smart!® Nutrition Standard for Vending or Cafés or any promotions related to these venues.
Section 5

Program Monitoring and Evaluation

The Eat Smart!® Award of Excellence is valid for one year from the date of issue. It should be easy to maintain the workplace’s Eat Smart!® status, but a reassessment will occur each year to ensure that all standards continue to be met. This section will help you to identify the steps you need to take to monitor and evaluate the Eat Smart!® Workplace Program.
Monitoring

To uphold the integrity of the Eat Smart!® designation, monitoring of the program standards in awarded workplaces is suggested. The degree to which it is possible to monitor standards throughout the year is dependent upon the health unit’s human resources and protocol for food safety inspections. In certain workplaces, the Eat Smart!® Action Committee can help with monitoring.

If the health unit has a representative on the Action Committee, informal monitoring of the program can take place on an ongoing basis at meetings. If the health unit does not participate in Action Committee meetings regularly, it is recommended that the health unit touch base with the workplace 2-3 times per year to see how the program is progressing, offer assistance with the action plan, and plan for the next year. This can help workplaces progress from bronze to silver to gold in workplaces that might otherwise continue with the status quo.

If the program standards are not upheld throughout the year for which the award is valid, it will be necessary for the health unit to revoke the award.

Evaluation

Evaluation is important for the following reasons:

• To collect evidences about the effectiveness/impact of a program;
• To be accountable to stakeholders, partner, employers and employees;
• To identify ways to improve the program; and
• To assess the efficiency of the program.

As part of the evaluation, consider monitoring both process and outcome measures as indicators of success. Choose the indicators of success early in the planning process and include them in the program logic model. Be realistic about what can and cannot be measured a given the dollars that are available. A workplace representative such as the occupational health representative or management may have easier access to some of these indicators. Certainly other factors will affect these data, however it will be interesting and important to monitor changes in these figures over time as the nutrition program progresses.

Process indicators include:

• Program participation rates;

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• Employee awareness levels of the program;
• Participant satisfaction;
• Management satisfaction;
• Perceived value in the program;
• Cost of the program;
• Management commitment to the program; and
• Whether the program was implemented as intended.

Short-term outcome measures include:
• Nutrition behaviour;
• Confidence/ability to make healthier food choices;
• Absentee rates;
• Worker’s compensation claims;
• Employee morale;
• Food service and vending revenue.

Long-term outcome measures include:
• Extended health care benefit costs/drug costs;
• Absenteeism rates;
• Employee retention or turnover/replacement rates;
• Worker’s compensation claims;
• Short and long term disability costs;
• Production figures;
• Number of complaints of physical/social stress and strain; and
• Number of safety-related incidents.

It is important to note that a number of factors can impact the success of a program including level of management support, participation rates, changing priorities, lack of resources to implement the program fully, downsizing, mergers or other workplace disruptions.

For more resources and information on evaluation health promotion and nutrition programs, please visit The Health Communication Unit at www.thcu.ca.
Section 6

Implementation Resources for Workplaces

This section will identify steps the workplace needs to take to launch Eat Smart!® Workplace Program. To create excitement, awareness and interest in the Eat Smart!® Program, the first step is to involve representatives from the workplace to prepare for the implementation and promotion of the program. The likelihood of success of the program increases with the number of stakeholders involved. Understanding the current nutrition environment in the workplace will also help the committee prioritize, set appropriate goals and promote the program effectively.
Forming an Eat Smart!® Action Committee

Forming and operating an Eat Smart!® Action Committee is an important first step for all Workplaces working toward becoming Eat Smart!®. An Eat Smart!® Action Committee is a forum for exchanging ideas, forming common objectives, and making inclusive plans. Gaining the buy-in and participation of decision-makers is essential.

The Eat Smart!® Action Committee may be a newly formed committee, or it may be part of the role of an existing committee already addressing healthy eating or wellness within the workplace.

Members:
The more representative the Action Committee is of the Workplace, the more successful and sustainable it will be. A manageable size for the committee is between 5-10 people. This will ensure there are enough people to contribute to the workload, yet not too many to make meetings cumbersome and difficult to schedule. The Eat Smart!® Action Committee should include representation from:

- workplace management,
- food service management,
- local health unit, and
- staff (unionized and non-unionized).

Also consider representation from unions, human resources, other wellness committees and any other stakeholders within the organization.

To help gain team members’ support, highlight their participation as a valuable opportunity to take positive action towards a healthier workplace, boost their self-esteem and increase their knowledge of nutrition. By sharing their opinions and ideas, team members will help shape Eat Smart!® and other nutrition programs to improve their health and that of their colleagues. To further encourage participation in the team, meetings should be supported by management and held during work hours. As part of demonstrated management support, incentives and rewards, such as recognition in performance reviews, can be built in for employee participation on the team.27

Representatives on the Action Committee play an important role in bringing the perspectives of their respective groups to the committee and ensuring that activities and priorities of the Action Committee align with those of the group they are representing. They can provide valuable insight into the workplace culture and politics as well as the needs and interests of various groups within the organization. Representatives will also be key in securing resources and support for various initiatives of

the Action Committee. Representatives can also provide guidance and help problem solve when activities are not received as planned.

**Activities of the Eat Smart!® Action Committee might include:**
- Learning about the Eat Smart!® Workplace Program and how it might be adopted in their workplace
- Securing management support for the Eat Smart!® Workplace Program
- Completing a review of workplace food service practices in regard to Eat Smart!® Standards
- Completing a complete assessment of the workplace food and nutrition environment
- Identifying and ranking recommendations to improve practices
- Developing an action plan to implement recommendations
- Identifying ways and planning activities to promote healthier food choices
- Forming short and long-term plans
- Organizing and participating in an award ceremony
- Planning Eat Smart!® promotional campaigns and events
- Completing an evaluation of the Eat Smart!® Workplace Program

**Tips for a Successful and Effective Action Committee**
- Appoint a Chairperson
- Appoint a minute-taker for meetings (could be rotated)
- Ensure all members are introduced and are familiar with one another
- Identify, discuss and decide upon the roles and responsibilities within the group
- Have regularly scheduled meetings, planned and advertised well in advance during work hours (if possible)
- Have an agenda and time limit for meetings, and keep to it
- Ensure that meetings are a place where everyone has a voice and all opinions are respected, even if not everyone agrees. This is especially important if there are differences in status between Action Committee members
- Keep brief minutes detailing what has been discussed and what has been decided upon, who is responsibilities and deadlines
- Keep a record of all expenditures
- Identify tasks that may need a subcommittee
- If subcommittees are established, a representative from the main Action Committee should sit on the subcommittee to ensure communication between the subcommittee and the main Eat Smart!® Action Committee
- Keep other stakeholders up to date with the activities and decisions of the Action Committee
Assessing the Workplace

Conduct a needs assessment, using surveys, interviews, observation and/or focus groups. Collect (while maintaining confidentiality) information relating to:

- employees' interests, concerns and behaviours related to nutrition and healthy eating;
- food availability in the workplace (cafeterias, vending machines, food trucks);
- eating facilities/environment in the workplace (employee lunchrooms, microwave oven, refrigerator, amount of time given to employees for lunch);
- costs of healthy versus less healthy food choices;
- any existing nutrition or workplace health promotion programs;
- employees' interest in and support for a nutrition program in the workplace; and
- best time(s) to offer a nutrition program, preferred format(s) and preferred length.

Workplace personnel, such as the occupational health nurse or human resources manager may be able to share general baseline data for things such as absenteeism rates, staff retention rates, short and long term disability rates, insurance premiums, health care claims, sick days and corporate culture data. Not only will this information be useful to determine program needs, but it will also be valuable for long-term program evaluation. Certainly other factors will affect this data, such as company layoffs, environmental hazards and other external factors beyond your control. However it will be interesting to note whether nutrition or other health promotion programs are associated with a positive trend in these figures. It is also important to pay attention to such information because they affect the bottom line and therefore can influence the buy-in and motivation of employers.

From the needs assessment results, prepare a workplace nutrition report. A good way to maintain confidentiality is to present only summarized and aggregated information rather than the information provided individually by employees.

The following elements should be considered in the report:
- the number of responses/completed surveys;

how representative the survey is of all employees (i.e. who completed the surveys);

- a summary of the findings about the employees’ nutrition needs, interests and concerns;
- a summary of employer needs as they relate to information available about absenteeism rates, staff retention rates, short and long term disability rates, insurance premiums, health care claims, sick days and corporate culture;
- food availability and eating facilities; and
- other existing workplace programs that could be complemented by the nutrition program.

Creating an Eat Smart!® Action Plan

Creating an action plan is a critical process for a successful Eat Smart!® Program. Establishing an action plan should be the first task of the Workplace’s Eat Smart!® Action Committee after assessing the workplace. The action plan serves not only as a way to establish goals and set deadlines, but also provides an opportunity to anticipate challenges and to brainstorm strategies for success.

1. **Assess the current situation.** The first step of an action plan should be to assess the workplace’s nutrition environment and employee needs (see previous section). Gain input from employees, management, food service staff and the workplace’s Eat Smart!® Action Committee. Strengths and challenges should be noted; consider using a SWOT or PEST analysis.

2. **Set Priorities.** Priorities for the improvement of the workplace’s nutrition environment should be based on the assessment, the Eat Smart!® standards, organizational priorities and discussion among members of the Eat Smart!® Action Committee.

3. **Set Goals.** Goals should be SMART. Take time to carefully articulate goals, as these will to a great extent determine the nature of challenges or success that is encountered along the way.

4. **Define all the steps between ‘here’ and ‘there.’** The actions that have to happen in order for your goal to be achieved should be listed in concise ‘action’ terms.

5. **Assign deadlines and ‘deliverables’ to all the action steps.** Consider: How long will each step take? When will each of these steps need to be completed in order to meet your ultimate goal? What evidence will you have to establish that it has been completed?
6. **Assign responsibilities.** Someone should be responsible for overseeing the completion of each action. Some tasks may be undertaken by pairs or small groups of people.

7. **Take a step back. Re-work if necessary.** Is your action plan reasonable, given your time frame and resources? Are your goals SMART? The Committee may need to re-work specific actions or goals.

8. **Make the Plan.** Draw up your action plan in chart form. Distribute it to all members of the Committee and other stakeholders.

**Related Appendices:**
- Appendix 26 - Recommendation Review Form (to help the Action Committee determine which recommendations/areas to focus on in the action plan.)
- Appendix 27 - Action Plan Template

**SWOT Situational Analysis**

A SWOT analysis is a way of looking at the factors which will affect the success of your Eat Smart!® Program and your action plan. Doing this type of analysis will help you to set realistic goals and to anticipate challenges. A SWOT analysis examines:

- Strengths,
- Weaknesses,
- Opportunities, and
- Threats.

These are specific to each workplace and nutrition environment. Strengths and weaknesses usually have to do with those factors that are internal to your organization, while opportunities and threats tend to be external factors that can have an impact on the action plan.

**PEST Analysis**

A PEST Analysis is another way of looking at the factors which might impact the success of the Eat Smart!® Program and the action plan. A PEST analysis considers factors that could impact the workplace and the success of the action plan, such as:

- Political,
- Economic,
- Social, and
- Technical.

Political factors include those related to management and governance internal and external to your organization, such as legislation which may impact your workplace. Economic factors could be external as well as internal again. Social has to do with the culture in your organization, but
could also include broader societal shifts in thinking or values. Technological factors are usually internal.

A PEST analysis may be too high-level in some cases. In others, it may shed light on the current situation at your organization which may lend insight into how to go about creating change.

**SMART Goal Setting**

Once your group has conducted the assessment of your workplace and determined your priorities, it is time to set some goals. In order for goals to be as meaningful as possible, make sure they are SMART:

- Specific;
- Measurable;
- Achievable;
- Realistic;
- Timed

With SMART goal setting, a goal may go from, “We want to improve everyone’s health” (general), to, “We want the employees of this workplace to eat four servings of vegetables a week this month, to improve their nutrition habits” (SMART).

**Specific - What exactly do you want to happen?**
Make your goal specific, rather than general. Answer the 5 ‘W’ questions as you set your goal, for example:
Who: Who do we want to affect?...employees
What: What do we want to achieve?...two or more servings of vegetables/week.
Where: Where do we want to achieve this? … in this workplace.
When: What is our time frame?...this month.
Why: Specific reason, purpose, or benefit?...improved nutrition habits.

**Measurable - How much change do you expect to achieve?**
Have pre-determined targets, so that progress can be measured. This is important both for personal encouragement and program evaluation.

**Achievable - What has to happen in order for this goal to be achieved?**
To ensure that your goal is achievable, assess the advantages and challenges of your current situation. You can do this by completing a brief SWOT or PEST analysis.
Realistic - How likely is the stated outcome to actually happen?
Consider whether what you want to do is feasible, given the way things currently are, the way things are going, and the resources you have to work with.

Timed - Does this goal have a beginning and an end?
Ensure that you are working within a stated time frame. As well, consider current health trends and concerns, so that your efforts are of maximum relevance.

Working with a Food Service Provider

The food service provider is a central stakeholder in the Eat Smart!® process. Representatives of Food Services should be involved with the Eat Smart!® Action Committee and program planning from the very beginning.

If a representative of the Eat Smart!® Action Committee is involved in the selection of a food services company, here are helpful tips for developing an Request for Proposal (RFP):

- Explicitly include Eat Smart!® standards in selection criteria
- Seek legal input as you develop your RFP
- Have a representative of your local Health Unit as part of the committee reviewing and selecting successful applications
- Design an RFP that awards competing companies points for what they include in regards to offering and promoting healthier items e.g. ½ bid points on revenue, ½ bid points on promoting healthier foods
- Develop specific criteria for judging bids, including how the healthier foods component will be evaluated
- Include criteria regarding marketing healthier food products (e.g. the 4 Ps: Product, Placement, Promotion, Pricing)

Also:
- Consider the demand for multicultural foods in your workplace
- Consider the environmental implications of your choices (for example, is there a way to minimize excess packaging?)
- Promote Ontario-grown products
- Remember the importance of excellence in food safety
- Involve a mediator if contract negotiations stall
- Don’t be unwilling to compromise where appropriate
- Keep the focus on creating a win-win partnership with your food service provider

Related Appendices:

» Appendix 28 - RFP Tips
» Appendix 29 - Sample RFP
Pricing

To encourage employees to select healthier options, price must not be a burden. It is important that Eat Smart!® choices and healthier options in general be priced as competitively as possible. This means that a healthier option is priced the same or lower for a similar less healthy item. For example, yogurts are considered a healthier/ Eat Smart!® snack option. For pricing comparison, you could compare yogurt to other snack-type foods such as chips, muffins, puddings etc.

Pricing initiatives or promotions can also take the form of frequent buyer cards. Frequent buyer cards rewards a customer with a free item or prize once they’ve purchased a certain number of items. For example, if an employee buys 5 or 10 healthier items, they get an item free or a small prize. See Section 7 – Promotional Resources for an example.

Another pricing promotion can be a discount when two or more healthier options are purchased. Examples of this are a soup/sandwich/salad combination or a milk and a lower fat muffin. You could promote the same specials each day or have a different special each day. These would be in addition to the Eat Smart!® daily special.

Placement

To further encourage employees to select healthier items, make healthier items the quickest and easiest items for people to grab.

Think of when you are shopping at the grocery store and the different ways merchandisers use product placement to grab your attention and sell you things. Here are some examples:

- Displays at the check-out
- Displays at the end of aisles
- Merchandising products that are used together in the same area (e.g. ice cream and chocolate sauce)
- Stocking items at eye level
- Displaying items in multiple locations
- Putting items on the handle side of a cooler vs. the middle or interior edge (so when you open the door, you can grab the first thing you see)
You can use many of these same techniques in your workplace. Here are some ideas:

a. Displays at the check-out
   - Place a basket of fresh fruit near the check-out
   - Place healthier snack options on racks at the check-out

b. Displays at the end of aisles
   - Have the first options people see as they enter the cafeteria, buffet line, or food service area be healthier options
   - Put the salads and vegetables at the start of the buffet line
   - Put whole grain breads first or where people can see them easiest

c. Merchandising products that are used together in the same area
   - Put pre-made salads or veggie sticks beside the sandwiches
   - Put healthier muffins or other baked goods by the coffee
   - Put salads near the entrées
   - Have a bowl of fruit at the end of the hot entrée serving line

d. Stocking items at eye level
   - Put healthier options at eye level in the cooler (lean meat sandwiches, yogurt, salads, veggies and dip, fruit)
   - Put healthier snacks (e.g. baked chips and trail mixes) at eye level in racks
   - Put milk, juice and water at eye level in the cooler

e. Displaying items in multiple locations
   - Put fruit in various locations such as the cooler, check out, and end of hot entrée line
   - Put yogurt in different coolers (if available)
   - Put baked chips near the sandwiches and in the snack rack with the other snack options

f. Putting items on the handle side of a cooler vs. the middle or interior edge (when you open the door, you can grab the first thing you see)
   - Put milk, juice and water on the in the cooler

Promotion

Receiving the Eat Smart!® Award should be the beginning, rather than the end of a year of promoting healthier choices. Year-round activities help to maintain interest in, and awareness of, the Eat Smart!® Program and its goals. The following ideas may help to maintain the momentum of the Eat Smart!® Program year-round. More ideas can be found in Section 7 – Promotional Resources.
Tips:

• Start small and build on success
• Re-evaluate the goals and actions of the Eat Smart!® Action Plan regularly
• Look for opportunities to work with other groups within the Workplace
• Always try to involve new members and ideas in the Eat Smart!® Action Committee
• Connect with other workplaces’ Eat Smart!® Action Committees for support and ideas
• Recognize and celebrate achievements

The key with promotional activities is to continually change the promotional activity. This may seem like a lot of work, but if keeping the promotion small and using the talents of the Action Committee, it is manageable. Putting up posters and just leaving them, isn’t effective. People become desensitized to seeing the same thing over and over again – be sure to change things up.

Use the goals and action plan your Action Committee created to write a promotional plan for the year (or a few months) that will support your efforts and help to meet your goals. It will also ensure that promotions are spaced out and in a logical sequence, providing continuity from promotion to promotion.

Tailoring messages to your audience is important. Think about the employees at your workplace; it may be important to target different segments of employees differently and tailor the promotional approach. For instance, workers that work night shifts, will likely have different healthy eating priorities/concerns than someone who works during the day. Additionally, women, men, and different age groups may benefit from different messaging. It isn’t necessary to target each group or divide the workplace into many small audiences, but targeting one or two groups within the organization may be successful.

Most importantly, have fun promoting the Eat Smart!® Program and get creative. Think of all the different promotional and marketing materials people see every day – each one is different and unique. Eat Smart!® promotions should be as well. Be sure to tap into the resources at the local public health unit as well as within your own organization when designing promotions.

Related Appendix:

⇒ Appendix 30-Promotional Activity Tracking Form
Potential Promotional Activities:
Many of these are described in greater detail in Section 7 – Promotional Resources.

- Use a new theme for every month’s Eat Smart!® promotions and activities (see ideas below)
- Display Eat Smart!® Table Tent signs or Point-of-Purchase signs to promote the month’s Eat Smart!® theme (see samples in Section 7).
- Consider bringing the Eat Smart!® fun outside the workplace. Combine with opportunities for physical activity such as bowling nights, or softball tournaments.
- Situate an Eat Smart!® Bulletin Board in a visible area in or near the cafeteria to provide additional information on related topics (food safety, nutrition topics based on a monthly nutrition themes e.g. find the fibre, finish with fruit etc.)
- Set up a table with a box that says “Ask a Dietitian” and provide pens and Eat Smart!® writing pads for employees to write their nutrition questions on and place in the box (questions can be mailed to the dietitian and responses from the dietitian can be mailed back to be posted on the bulletin board as frequently asked questions).
- Create a “Eat Smart!®” snack section filled with healthier snacks.
- Use short Eat Smart!® PSAs for pay cheque inserts or e-mails.
- Raise awareness and help increase knowledge around health promotion by booking a staffed display from the local health unit (display with relevant resources).
- Host lunch & learns about food and nutrition (healthy eating, reading nutrition labels, carbohydrates and fibre), physical activity, stress management, etc.
- Have frequent buyer cards (e.g. buy ten pieces of fruit or Eat Smart!® entrées and get one free)
- Have opportunities for staff to try the Eat Smart!® food offerings for free or a reduced rate
- Hold a giveaway for Eat Smart!® swag or other item sought after by employees. Every time an employee purchases an Eat Smart!® food item, they get a ballot to win.

Related Appendices:
- Appendix 34 - Sample PSAs
- Appendix 35 - Sample Promotional Emails
Ideas for Monthly Eat Smart® Themes

<table>
<thead>
<tr>
<th>Month</th>
<th>Eat Smart!® Theme</th>
<th>Canadian Health Promotion Weeks or Months</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>How to find Eat Smart!® choices</td>
<td>National Non-smoking Week</td>
</tr>
<tr>
<td>February</td>
<td>Healthy Fats</td>
<td>Heart Month</td>
</tr>
<tr>
<td>March</td>
<td>Nutrition and Variety</td>
<td>Nutrition Month</td>
</tr>
<tr>
<td>April</td>
<td>Vegetables and Fruit</td>
<td>National Cancer Month</td>
</tr>
<tr>
<td>May</td>
<td>Meat and Alternatives</td>
<td>Stroke Awareness Month</td>
</tr>
<tr>
<td>June</td>
<td>Whole Grains</td>
<td></td>
</tr>
<tr>
<td>July</td>
<td>Lower Fat Options</td>
<td></td>
</tr>
<tr>
<td>August</td>
<td>Physical Activity</td>
<td>World Breastfeeding Week</td>
</tr>
<tr>
<td>September</td>
<td>Nutrition Labels</td>
<td>Men’s Cancer Awareness Month</td>
</tr>
<tr>
<td>October</td>
<td>Healthy Snacks and Lunches</td>
<td>Workplace Wellness Month</td>
</tr>
<tr>
<td>November</td>
<td>Milk and Alternatives</td>
<td>Osteoporosis Month</td>
</tr>
<tr>
<td>December</td>
<td>Vegetables and Fruit</td>
<td>Diabetes Month</td>
</tr>
</tbody>
</table>

Policy

Policies relate to key issues and show commitment to build an organizational culture that supports healthy eating. In terms of health promotion, policies should make it easier to choose healthier options and more difficult to choose less healthy ones. Policy decisions should be made with the people who enact the policy decisions (e.g. vendors, food service providers, caterers) and those most affected by the decisions (e.g. employees). Employees are more likely to support key issues when they are consulted about them.

Consider including the following areas in your workplace food and nutrition policy:

- Availability of healthier options at meetings, events, cafeteria, café and vending
- Price of healthier options
- Fundraising that does not rely on unhealthy foods
- Safe food handling
- Culturally appropriate food choices
- Environmentally friendly

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29 Adapted from Guide to Nutrition Promotion in the Workplace. Nutrition Resource Centre. 2002
• Support for Ontario grown foods
• Access to appropriate eating locations (clean, comfortable, microwave, fridge available)
• Appropriate amount of time for meals and breaks
• Access to a registered dietitian
• Access to learning opportunities on healthy eating

When developing the food and/or nutrition policy, the following framework\textsuperscript{30} is suggested:

1. Convene stakeholders
2. Establish a goal and objectives for the policy (i.e. “purpose”)
3. Establish rationale for policy
4. Identify scope of the policy
5. Determine strategies for implementing the policy (i.e. “procedure”)
6. Outline potential methods for monitoring and evaluation
7. Obtain feedback from stakeholder groups/representatives
8. Obtain senior management support/endorsement
9. Communicate policy to staff/educate staff on policy

TIP: Keep the policy short. Include appendices with additional information

It is essential that the policy is monitored and feedback obtained to identify areas of concern or potential problems. The policy should be modified as needed based on feedback. Feedback can be collected in different ways ranging from formal to informal:

• Spot checks of meetings and events to monitor participation
• Conversations with employees
• Focus groups with employees
• Employee surveys
• Feedback forms for employees using the policy
• Feedback forms for employees impacted by the policy

\textsuperscript{30} Heart Health Resource Centre, Policies in Action, 2002
Section 7

Promotional Resources

The Eat Smart!® Program provides an opportunity to create awareness among employees, workplace management and food service staff about healthy eating and the importance of good nutrition in the workplace. The following resources are intended to help the workplace promote the Eat Smart!® Program in order to increase employee & management awareness and knowledge about the healthy choices offered in the workplace. Activities suggested here can help to obtain the Supportive Environment Standard needed for the silver and gold level award. These are only ideas and workplaces do not need to implement any of these specific activities to meet the Supportive Environment Standard.
Eat Smart!® Promotional Materials

A number of promotional materials have been created to assist you with promoting healthier choices and the Eat Smart!® Workplace Program within your organization. They are available from the Nutrition Resource Centre www.nutritionrc.ca. An order form can be found on the Eat Smart!® website www.eatsmartontario.ca under Information for Health Units.

Promotional resources include glass clings (set of 12) for use on display cases where food is purchased, table tents (set of 2) for use on cafeteria tables, and posters (set of 2) for use within the cafeteria and workplace.

While using these materials on their own is possible, the effectiveness of the messages increases when used in combination with other promotions highlighting the Eat Smart!® Program or educational messages in the promotional materials. Other promotional activities to draw attention to the Eat Smart!® Program and the promotional materials, include:

- displays,
- free samples,
- pay stub reminders,
- newsletter inserts or articles,
- emails,
- events, and
- contests.

A targeted campaign using these promotional materials could be done in conjunction with the program launch, at the beginning of the award year, or in conjunction with other health events occurring at the workplace. Depending on resources and workplace support, you could consider doing two or three mini-promotions throughout the year. The right combination and format depends on the specific workplace. Working with the food service provider and Eat Smart!® Action Committee will help you determine the right combination of activities.

There are a few ways to display the promotional materials. You could use them all at once, if space permits. Another option is to focus on a few messages for a short time (i.e. 4-5), followed by a focus on other messages. For example, you could focus on whole grains and lower fat options during the first month and then vegetables and fruit and milk and alternatives during another month etc. It is not necessary to leave the messages up for an extended time (i.e. more than a month or so), as employees will get used to seeing the messages and possibly disregard them. You may want to put the messages up for a shorter time and then re-introduce them later in the year instead of leaving them up indefinitely.
Glass Clings – Set of 12
Available in English and French. Please email eatsmart@opha.on.ca for a pdf of French images.

Using the Glass Clings
Please clean the surface before applying the glass cling. The glass clings do not adhere permanently and can be reused.

Glass clings should be applied as close to the food they are promoting as possible, however, do not label foods with the Eat Smart!® logo or symbol.
Posters – Set of 2
Available in English and French.
Table Tents – Set of 2
Available in English only.

Eat Smart! and feel better!

We got picked!
Our workplace won an Eat Smart! Award of Excellence.

Eat Smart! and feel better!

Eat Smart! Award of Excellence
Our award-winning workplace promotes healthy living.

Eat Smart! and feel better!

Choose the healthier option.

Eat Smart! and feel better!

Eat Smart! Award of Excellence
Our award-winning workplace promotes healthy living.

Eat Smart! and feel better!

Choose the healthier option.
Eat Smart!® Newsletters

An Eat Smart!® newsletter can be used to inform a workplace community about the program, nutrition information and/or specific promotional information. This could be featured:

- over email,
- in a workplace newsletter,
- in a community newspaper, or
- on the business’ website.

When writing the newsletter, the workplace name and logo may be included. Always include the Eat Smart!®, Canadian Cancer Society (Ontario Division, and Heart and Stroke Foundation of Ontario logos on printed or electronic materials. The name of [local health unit] should appear in the first paragraph of the newsletter.

Potential topics for newsletters:

- The “upon request” component of the Nutrition standard
- Food safety
- How to pack/purchase healthy lunches
- How to get more vegetables and fruit every day
- Healthier choices in the vending machine
- Choosing whole grains
- How to identify Eat Smart!® choices in the cafeteria
- Your workplace food and nutrition policy

Related Appendix:

⇒ Appendix 32 - Sample Newsletter
Media Release

A media release may be sent to a community paper, radio and news stations. The following guideline may help workplace administration or a workplace Eat Smart!® Action Committee to design a release effectively.

The structure of a media release:
The five basics of what, who, why, where and when:

- What is your message? (i.e., We’ve received Eat Smart!® award!)
- Who are you? (i.e. Anybusiness Inc.)
- Why is this important? (i.e. We’re making a commitment to a healthier workplace)
- Where do you go? (i.e. We’re having an awards ceremony and celebration in the cafeteria)
- When is it happening? (i.e. Thursday, October 21st, at noon)

Release date: Location:

The Headline:
Catch the attention of the Chief of Staff or Editor

The Lead:
Catch the attention of the reader and make them want to know more.

The Story:
Start with the most important information and end with information that can be cut without serious consequence. It helps to provide a local angle such as why this is important to your community.

Getting your message across:
Less is more. Use short words, short sentences and short paragraphs, with never more than two sentences in a paragraph. Keep your media release brief, stick to the main point. Use double spacing, and just one side of the page. Always use exact dates such as ‘October 21’ but avoid terms such as ‘last week’ or ‘next Tuesday.’ Always double check your times and dates and ask another person to proof read your copy. If asked to proof read news copy, make corrections only, resist the temptation to re-write someone else’s thoughts.

- 30 -

Contact details:
Always provide contact details. When you put these under a ‘ - 30 - ‘ centred toward the bottom of the page, the editor knows these contact details are for him or her to fact-check or get further information. Contacts listed beneath the ‘ - 30 - ‘ will not be published in the final product.
Public Service Announcements (PSAs)

A Public Service Announcement (PSA) may be sent to a workplace or community radio station, where they will often be broadcast for free. A PSA should be no longer than 30 seconds in length; optimally, they should be 15 - 20 seconds. Sentences should be short and messages should be simple. Double-space the copy and centre the information. Use a 12 - 14 point font. Don’t make your PSA longer than 1 page.

Eat Smart!® Award Celebrations

Make the achievement of your Eat Smart!® status an event! Consider a well-planned award ceremony.

Possible elements include:
- PA announcements, inter-office e-mails
- Coverage of the event by local community papers and / or radio, TV stations
- Both local Health Unit and workplace representatives to cut a ribbon at the start of the business day.
- An Eat Smart!® daily special
- Decorations in the cafeteria or front foyer
- Surprise prizes (e.g. a sticker on the bottom of a plate, juice bottle, milk carton, or chair in the cafeteria and whoever has the item with a sticker receives a prize or every 10th person buying a healthy menu item receives a prize)

Cafeteria Promotions

The following promotions may be suggested to workplace Eat Smart!® representatives.

1. Eat Smart!® Daily Special (required for the Nutrition Standard)

Have an Eat Smart!® special of the day, featuring a healthier menu choice at a discounted price.

An Eat Smart!® daily special includes:
- 3 of the 4 food groups in Eating Well with Canada’s Food Guide (2007)
AND one of these choices must be a vegetable or fruit, AND
- must be prepared and served in a healthier way (for definition of healthier way please refer to Eat Smart!® Nutrition Standards)

2. Frequent Buyer Card

The purpose of the frequent buyer card is to encourage staff and visitors to select the healthy food choices available in the workplace. Choose one item, such as lower fat yogurt, apples, skim milk, vegetable salads, vegetable soups, Eat Smart!® daily special, to be the Choice of the Day, of the Week, or of the Month. Depending on the item, have a reward (prize or free item) once they’ve purchased 5 or 10 healthier options.

This is an example of a Frequent Buyer Card, from the Eat Smart!® School Program:

Steps to creating a Frequent Buyer Card program:
1. Meet with the food service provider to determine their interest in the promotion.
2. Purchase a magic marker or hole-puncher with a unique design for use by food services staff at the cash.
3. Print a frequent buyer card on thick cardstock, and distribute.
4. Together with cafeteria staff, decide on the healthy item of the day, week or month.
5. On the cafeteria blackboard or whiteboard, announce the healthy item.
6. Have the cashier mark the participant’s frequent buyer card. If nine items have been purchased, the tenth item is free.

3. Question and Answer Ballot

Option 1 – One question daily
Post one or more of these questions on a bulletin board or send it in an e-mail, encouraging response. Provide staff and visitors with ballots/slips of paper to record their answer(s), name and office or division, and provide a ballot box.
“Answer the Eat Smart!® question and enter your name to win a prize!”

Sample questions and answers:

1. Our Eat Smart!® Workplace must meet food safety, smoke free and __________ standards.
   (Answer: nutrition)

2. Name two cafeteria choices that are considered “whole grain”.
   (Answer: e.g. 100% whole wheat, rye, oatmeal, etc.)

3. It is recommended that you have_____ servings of Vegetables and Fruit every day
   (Answer: 7-10)

4. Name two cafeteria items that are sources of calcium.
   (Answer: e.g. fluid white, chocolate milk, fortified soy beverages, cheese, yogurt, or milk pudding)

5. One of the food groups from Canada’s Food Guide (2007) is Meat and Alternatives. Give two examples of “alternatives”.
   (Answer: e.g. lentils, tofu, texturized vegetable (soy) protein, baked beans, kidney beans, chickpeas, black beans, (note: there are many types of beans), peanut butter, and eggs)

Option 2 – Use “Jeopardy” format
You can run a “Jeopardy” type contest. Each morning in e-mails, list one of the questions in an ‘answer’ format. Staff would have to provide the answer in the form of a question. Provide staff with ballots/slips to record their answer(s), name and homeroom, and provide a ballot box. After five days, the staff can submit their five answers in the form of questions into a ballot box.

Sample Jeopardy style answers and questions:

1. The answer is ‘Our Eat Smart!® Workplace must meet these standards.’
   (Answer: What is food safety, smoke free and nutrition?) *add others for silver and gold levels.

2. The answer is ‘These bread choices are considered “whole grain”.’
   (Answer: What is 100% whole wheat or whole grain whole wheat, rye, or oatmeal?)
3. The answer is ‘The number of servings of Vegetables and Fruit recommended for adults each day in Canada’s Food Guide (2007) ‘
   (Answer: What is 7 to 10)

4. The answer is ‘Two cafeteria items that are sources of calcium.’
   (Answer: What is white or chocolate milk, fortified soy beverages, yogurt, cheese, or milk pudding?)

5. The answer is ‘Two examples of Meat Alternatives from Canada’s Food Guide (2007).’
   (Answer: What are lentils, tofu, baked beans, kidney beans, chickpeas, black beans, (note: there are many types of beans), peanut butter, and eggs? – any two answers)

Option 3 – Use ballot template provided

Below is an example of a ballot with three questions and a space for a staff member’s name. Under the Eat Smart!® logo, the business name may be entered. Similar ballots may be distributed to staff members and visitors.

Questions may be changed to reflect monthly Eat Smart!® themes, and the draws repeated regularly.

<table>
<thead>
<tr>
<th>Questions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Name two cafeteria choices that are considered “whole grain”.</td>
</tr>
<tr>
<td>2. It is recommended that you have_____ servings of Vegetables and</td>
</tr>
<tr>
<td>3. Name two cafeteria items that are sources of calcium.</td>
</tr>
</tbody>
</table>

Name:

Email:
Appendices (Available at www.eatsmartontario.ca/toolkits)

1. Implementation Checklist for the Health Unit
2. Promotional Pamphlet
3. Invitation to Apply
4. Application Form
5. Cafeteria Assessment Form
6. Café Assessment Form
7. Vending Assessment Form (Food)
8. Vending Assessment Form (Beverage)
9. Food Safety Assessment Form
10. Smoke-Free Assessment Form
11. Supportive Environment Assessment Form
12. Policy Assessment Form
13. Assessment Summary Form
14. Letter of Congratulations
15. Award Terms and Conditions
16. Logo Use Guidelines
17. Letter of Reapplication
18. Permission to Use NRC Resources
19. Award Certificate
20. Letter of Revocation
21. Café Monitoring Tool
22. Vending Monitoring Tool
23. Implementation Checklist for the Workplace
24. Food Environment Assessment Form
25. Workplace Nutrition Survey
26. Recommendation Review Form
27. Action Plan Template
28. Request for Proposal (RFP) Tips
29. Sample RFP
30. Promotional Activity Tracking Form
31. Policy Template
32. Sample Newsletter
33. Sample Media Release
34. Sample Public Service Announcements (PSAs)
35. Sample Promotional Emails