



### **Acknowledgments**



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The purpose of this guide is to assist businesses of all sizes to create a healthier workplace by setting a healthy beverage policy. The ultimate goal of the beverage policy is to increase access to and promote water and other "green beverages", while reducing access to "red beverages" at workplace events, vending machines and meetings. This Guide outlines the process to positively shift the beverage environment in the workplace and empower employees to make healthier beverage choices.

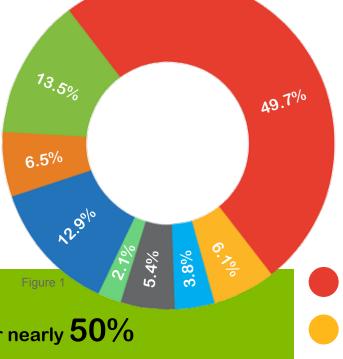
WHY? Read the following summaries for the research behind eliminating sugar-sweetened beverages:
 <u>The Health Consequences of Drinking Soda and Other Sugar-Sweetened Beverages.</u>
 <u>How Sugar Sweetened Beverages Became a Leading Contributor to the Obesity Epidemic.</u>
 <u>FACT SHEET: Sugary Drink Supersizing and the Obesity Epidemic</u>

Sugar-sweetened beverages are the #1 contributor of added sugar in the American diet (Figure 1). Drinking too many sugary beverages can lead to weight gain and is a leading contributor of the obesity epidemic. Limiting sugar-sweetened beverages is a recognized best practice for obesity prevention. This Guide uses stoplight color symbols to help business leaders and employees understand how to choose healthier beverages. Worksite wellness groups

can use this Guide to promote healthy, green beverages while reducing access and promotion of red, sugar-sweetened beverages.

**Bottom Line:** Water is the best choice and should be available at all times – whenever, wherever beverages are served.





Sugar Sweetened Beverages account for nearly 50% of added sugar in the American diet.

**"Red" beverages\*** contain high amounts of added sugar and contain many "empty" calories with little or no nutrients. Calories from red beverages can add up and increase the risk of overweight and obesity. Milk is a recognized nutrient-rich beverage. However, whole milk is high in saturated fat and flavored milk has a significant amount of added sugar. Red beverages should be reduced or eliminated.

- Regular sodas
- Energy drinks
- Sports drinks

Maybe not.

- Sugar sweetened coffee or tea drinks
- · Juice drinks with added sugar
- · Unflavored whole milk
- Flavored milk (Whole, 2%, or 1%)
- 100% Juice (>8 ounces portions)

"Yellow" beverages\* are reduced or no calorie beverages that often contain artificial sweeteners and sometimes added sugars. Diet and "light" drinks that are artificially flavored can be substitutes for red beverages. However, they still contribute a "sweet" flavor, which may lead a preference of sweets. While 100% juice provides nutritional benefits, serving sizes should be limited to 8 ounces or less as larger portions can contribute significant extra calories. Yellow beverages can be consumed occasionally.

- Diet sodas
- Diet iced teas
- Low calorie or low sugar drinks\*

Ok sometimes.

- 100% Juice (≤ 8 ounce portions)
- Low-calorie sports drinks\*
- 2% Unflavored milk
- Skim Flavored Milk (≤ 8 ounce portions)

**"Green" beverages\*** are the healthiest, go-to beverages. They do not contain any added sugar or artificial sweeteners and therefore do not contribute extra calories. Water, 1% and skim unflavored milk, and unsweetened coffee and tea are placed in the "green" category. Green beverages should be consumed daily.



- Water is the best choice!Seltzer or mineral water
- 1% or skim unflavored milk
- Unsweetened coffee or tea

\*Resources for this page in Appendix A.



### Convene a Healthy Beverage Workgroup

The first step to creating a workplace with healthy beverages is to utilize an existing wellness committee to guide the journey and establish buy-in from leadership and employees. Be sure to have broad representation and include senior management in the process.

#### Workgroup Activities:

- Sign on to the initiative\*
- Identify a champion(s)
- Share the Quick Reference to outline the process\*
- Utilize The Guide and PowerPoint presentation to initiate conversations
- Review the FAQs for answers to common concerns\*

One of the most common questions when looking to implement changes in vending policy is with regard to sales. See what one large Lincoln organization found when they stopped providing free red beverages to their employees:

"We signed on to the Rethink Your Drink initiative in 2013. Our worksite wellness group and internal champions decided to eliminate all "red" beverages across our organization. The first year, we saved \$27,000 by not offering sugar-sweetened beverages in staff and hospitality sites. It became a win-win initiative."

-Libby Raetz, Vice President of Nursing, Chief Nursing Officer, CHI Health St. Elizabeth

\*Resources for this page in Appendix B.



# Don't have a wellness committee?

Need to know more about making a business case for wellness? Check out the Nebraska Worksite Wellness Toolkit.



# Complete a Beverage Assessment

Assessing the current beverage environment is the next critical step. The following resources can be found in the appendix of this guide.

### • Workplace Beverage and Vending Scan\*

When assessing the beverage environment consider:

- Where beverages are placed in the vending machine; where beverages are available in the facility.
- How beverages are promoted.
- How beverages are priced.
- What types of beverage products are available.

### Employee Interest Survey\*

Engaging employees early on in the process is recommended to:

- Gauge interest
- Get buy-in
- Provide education

To reduce the burden of compiling results, consider using a free on-line survey tool.

### Beverage Vending Contract Review

Vending contracts may only renew every1-3 years, so it's never too early to check:

- Who is involved in the contracting process?
- · Which pieces of the contract are negotiable and which are non-negotiable?
- When is the current contract up for renewal and what is the timeline for negotiating changes?
- · What are the vending company's product content guidelines?

### Beverage Sales Assessment\*

Many vendors are concerned about an initial drop in sales, but after a period of time find that employees become accustom to the change and resume their normal spending habits, albeit on healthier beverages!

Consider tracking sales in two categories:

- 1) Green and Yellow beverages
- 2) Red beverages



# Develop a Healthy Beverage Policy



After assessing the beverage environment and gauging employee interest, develop a written policy that sets the standard across the workplace for healthy beverage products, placement, promotion, and pricing. Consider the assessment results when identifying areas of improvement. Keep the policy simple and straightforward. If there is a concern about reducing all red beverages at first, consider a phased approach to reach the policy goal. Utilize the sample policies\* in this guide as a starting point.

**The Healthy Beverage Policy** should reflect ideal, yet practical beverage standards for the organization. When drafting the beverage policy, consider necessary changes to the current vending contract so that when it is reissued, the beverage policy is reflected in the new contract.

### **Policy Components:**

#### Statement of Purpose or Intent

#### Product

- Define healthy beverages using the stoplight approach
- Specify portion sizes to reflect recommended guidelines
- Set a timeline for reducing sugar-sweetened beverages, consider taking a phased approach

#### Placement

- Identify desired location of beverages available within the facility
- Distinguish product placement, keeping green beverages at eye-level
- Establish guidelines for beverages served at events and meetings

#### Promotion

- $\circ$  Focus education and promotion on water
- Eliminate advertising of unhealthy beverages on your organization's property

#### Price

- Establish pricing standards to ensure green beverages are competitively priced
- Consider lowering the price of water and other green/yellow beverages
- Consider increasing the price of red beverages to encourage healthier beverage selection

#### Contract

• Incorporate an agreement that all vending must promote health and failure to comply is a breach of contract

\*Resources for this page in Appendix D.

### Why A Formal Healthy Beverage Policy?

- Gives credibility and ensures sustainability to the changes being made to the healthy beverage access at work
- Communicates to employees and managers the importance and intent of healthy beverage changes
- Can more easily be incorporated into vending contracts and requests for bids

# **Policy Goal:**

Increase access to water at all company events and locations while reducing or eliminating access to sugar-sweetened beverages.

# Educate and Engage Employees

Providing education to employees before, during, and after implementation of the healthy beverage policy will build awareness and buy-in. Explore these resources to help educate and engage employees:

### **Beverage Board Displays**

Place in a prominent location to show employees the amount of sugar in popular beverages. These lightweight interactive Stop! Rethink Your Drink. Go on Green boards are available for check-out from your local Worksite Wellness Council. An accompanying resource sheet can be found in the appendix.\*



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### Signs\*

Simple messages promoting water or the stoplight message can raise awareness and communicate to employees the changes that are being made.

### **Healthy Beverage Educational Pieces**

Teach and reinforce employees' ability to identify healthy and unhealthy beverages by utilizing:

- · Sample social media and email messages\*
- Table tents\*
- The Rethink your Drink brochure\*
- The accompanying PowerPoint at Lunch and Learns\*
- A video like this one from Community Blueprint:
   <u>http://communityblueprint.com/projects/sweet-demise/</u>

### Welcome Feedback

However you choose to educate and engage employees, be sure to ask for and respond to feedback through a suggestion box or periodic email.

### Implement the Healthy Beverage Policy

After developing the policy and timeline for implementation, it is time to make changes to the work environment.

Before talking to vendors, review the FAQs\* for answers that address common concerns.

### Talk to the Vendor

Maintain open and ongoing communication during contract negotiation.

- · Start the conversation with a letter to the vendor\*
- · Discuss the new healthy beverage policy
- · Identify available healthy beverages that meet the policy guidelines
- · Discuss a reasonable timeline to implement the changes

### Update the Vending Contract

Once the beverage policy has been developed, the vending contract will need to be negotiated to reflect the policy. Here are some things to consider and include in the contract:

- Contracts trump policies so incorporate the healthy beverage policy into the vending contract. The sample contract in the appendix\* illustrates how to do this.
- Definitions of healthy beverages may be different between the organization and the vendor. Be sure healthy beverages are defined and address how substitutions will be handled.
- · Include how compliance of the contract will be monitored and corrected, as needed

### Change the Beverage Environment

Consider the following changes to vending machines based around the 4 P's of marketing:

Placement

Move green and yellow beverages to eye level and red beverages towards the bottom

**Promotion** 

Change the front panel of the vending machine to showcase water or "Cold Drinks" and utilize signage and promotion materials\*

Price

Green beverages should be priced as the least expensive option, if possible, followed by yellow with the most expensive options being red beverages

Products

Based on the policy and timeline, start reducing the amount of red beverages within the machine and increasing the amount of healthier, green and yellow beverage options.

# **Track Changes**

Tracking change over time is key to evaluating whether the healthy beverage policy is successful. This does not need to be a complicated process. Consider these simple ways to track changes in the workplace and adjust as any challenges arise.

Compare pre/post sales data in the two categories\*

- 1) Green and Yellow beverages and
- 2) Red beverages.

Take before and after photos of your vending machines or other locations where changes occurred to use as documentation.

Reassess your beverage environment quarterly\* to ensure maintenance of implemented changes.

Collect ongoing feedback from employees.



Before



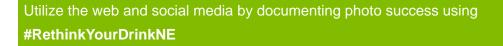
\*Resources for this page in Appendix C.

### Celebrate a Healthier Workplace

Celebrating accomplishments is a frequently overlooked component of successful policy implementation. In an effort to maintain a healthy workplace environment and promote ongoing enthusiasm, reflect on lessons learned, recognize accomplishments, and celebrate successes. Keep employees and the community engaged by sharing successes in the following ways:

Use internal communication such as workplace newsletter or intranet article to share sales trends and assessment results along with employee feedback and success stories.

Inspire other businesses to make similar changes by sharing successes and lessons learned with a Nebraska Worksite Wellness Council.



& YOUR



Announce successes using the sample news release\* to illustrate the organization's leadership and commitment to community health.



\*Resources for this page in Appendix G.

# Appendix A Beverage Definitions



Nutrition Standards Nutrition Standards: Explanation and Definitions



# **Nutrition Standards**

<b>Green</b>	Yellow	Red
Water No portion limit for plain water	Low/Reduced Calorie Beverages:	Sugar-Sweetened Beverages & Energy Drinks:
Unsweetened Coffee & Tea: 0 Calories 0 g of Added Sugar 0 tsp of sugar ≤ 20 oz	<ul> <li>≤ 60 Calories, 12 oz max</li> <li>≤ 10 Calories, 20 oz max</li> <li>1 – 15 g of added sugar per container</li> <li>≤ 3.75 tsp of added sugar per container</li> </ul>	<ul> <li>&gt; 60 Calories, 12 oz</li> <li>&gt; 15 g of added sugar per container</li> <li>&gt; 4 tsp of added sugar per container</li> </ul>
	<ul> <li>100% Juice (Fruit or Vegetable)</li> <li>≤ 8 oz:</li> <li>9 – 36 g natural sugar per 8oz</li> <li>≤ 200 mg sodium per 8 oz</li> </ul>	100% Juice (Fruit or Vegetable) > 8 oz Juice Drinks that are not 100% juice: > 65 Calories per 12 oz > 15 g of added sugar per container > 4 tsp of added sugar per container
<b>Plain Skim or 1 % Milk</b> * ≤ 12 oz:	<b>2% Milk</b> ≤ 8 oz	Whole Milk Any amount
12 g of natural sugar per 8 oz 3 tsp of natural sugar per 8 oz	<ul> <li>Skim Flavored Milk*</li> <li>≤ 8 oz:</li> <li>25 g of total sugar per 8 oz</li> <li>12g of natural sugar</li> <li>13 g of added sugar</li> <li>6.25 tsp sugar per 8 oz</li> </ul>	Skim Flavored Milk > 8 oz Flavored Milk (Whole, 2% or 1%) Any amount
Unsweetened, fortified milk alternatives ≤12 oz	Flavored Milk Alternatives ≤ 8 oz	Flavored Milk Alternatives > 8 oz

These standards align with USDA Smarter Snack Guidelines and 2010 Dietary Guidelines for Americans

### **Nutrition Standards: Explanation and Definitions**

The United States Department of Agriculture (USDA) recently established science-based nutrition standards, called Smart Snacks, for beverages and foods sold to students during the school day. These recommendations are based on an Institute of Medicine (IOM) report and provide standards that make it easier to identify healthy and healthier beverages. The Nebraska Healthy Beverage Guide aligns with Smarter Snack standards to aim for consistency across the community so that both youth and their parents have a similar understanding of healthy beverages.

**Added Sugars:** Added sugars are those sugars, syrups and other caloric sweeteners that are added to beverages and are not naturally occurring. Names for added sugars include: high-fructose corn syrup, dextrose, sucrose, honey, maltose, lactose, agave, and brown sugar. Added sugars in beverages should be consumed in limited amounts, if at all. For a 2,000 calorie diet plan, sweets and added sugars (including both from foods and sugary beverages) should be consumed 5 or less times per week (1 serving = 3 tsp of sugar).

**Juice:** The US Department of Agriculture's serving size for juice is 4oz and 4oz contributes to ½ cup of recommended daily fruit or vegetable intake. Daily, up to 8 ounces of 100% juice can contribute to 1 cup of fruit or vegetable intake. Most Americans do not consume enough fruits or vegetables. 100% fruit juice is an easy way to add fruit or vegetables to your diet and many of the same nutrients are founds in whole fruits and veggies such as vitamins, minerals, and plant nutrients such as polyphenols. However, it's easy to drink too much juice (> 8 ounces per day). 100% juice is placed in the yellow category to note that portion control is important and over consumption (> 8 ounces per day) of 100% juice because they provide fiber. Incorporate whole fruits and vegetables into all meal and snacks to reach daily requirements. 100% juice should be consumed in moderation (4-8 ounces daily). Many juice drinks on the market can contain as little as 5-10% juice and contain added sugars. Check the nutrition fact label to be sure it contains 100% juice with no added sugars.

**Milk:** Consuming fat-free or low-fat milk provides many nutrients, especially for bone health. These nutrients include calcium, potassium, vitamin D, and protein. Higher fat milk (whole or 2% milk) should be limited due to saturated fats and cholesterol. The Dietary Guidelines for Americans recommends that men and women consume 3 cups of low-fat/fat-free dairy (milk, yogurt, cheese, fortified soymilk, etc) per day.

**Artificial Sweeteners:** Diet sodas and calorie-free beverages often contain one or more artificial sweeteners such as, aspartame, acesulfame-K, saccharin, sucralose, neotame. Research on the healthfulness of artificially sweetened beverages is inconclusive. Although calorie-free, these beverages still produce a sweet flavor which may encourage a preference for sweet drinks and foods. These beverages may be a useful in helping transition away from sugary drinks, but consumption is not encouraged over the long term.

**Portion Vs. Serving Size:** A portion size is the amount given or served, while a serving size is a standardized amount. Many beverage serving sizes are standard at 1 cup or 8 oz; however, are often served in containers much larger (12oz – 20oz). These oversized beverage portions lead to over consumption of beverages. Read the nutrition label to check the number of servings per container.

Appendix B Convene a Healthy Beverage Workgroup



Sign-On
Quick Reference Guide
Quick Reference Beverage
Standards
FAQ's





# Sign-On Letter

I, \_\_\_\_\_(Organization representative) representing \_\_\_\_\_\_(Organization name) sign-on to Nebraska's Rethink Your Drink Initiative and agree to develop a healthy beverage policy for my organization to improve the health of our employees, customers and associates by making the healthy choice the easy choice.

I am aware of the resources available to me through Nebraska's Guide to Healthy Beverages at Work including resources to:

- Convene a Healthy Beverage Workgroup
- Complete a Beverage Assessment
- Develop a Healthy Beverage Policy
- Educate and Engage Employees
- Implement the Healthy Beverage Policy
- Track Changes
- Celebrate a Healthier Workplace

I understand the ultimate goal of developing a healthy beverage policy for my organization is to increase access to water and other green beverages at company events and locations, while reducing access to "red" beverages.

We are committed to making a healthy beverage policy to encourage a healthier work environment.

Signature		
Date		

### **Quick Reference Guide**

- □ Convene a Healthy Beverage Workgroup
- Complete a Beverage Assessment
- Develop a Healthy Beverage Policy
- □ Educate and Engage Employees
- □ Implement the Healthy Beverage Policy
- □ Track Changes
- □ Celebrate a Healthier Workplace!





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# Quick Reference Beverage Standards

Category	Green	- Yellow	Red
Plain or Carbonated Water	Any Size		
Coffee or Tea (Unsweetened)	≤ 20 ounces		
Milk, Unflavored*	Skim/1% Milk, 8-12oz	2% Milk, 8 oz	Whole Milk, 8 oz
Flavored Milk*		Fat Free Flavored, ≤ 8 oz	Whole Milk, 2% Fla- vored, 8 ounces
100% Juice		≤ 8 oz	> 8 oz
No Calorie Beverages		≤ 20 oz	> 20 oz
Low Calorie Beverages		≤ 12 oz	> 12 oz
Sugary Drinks: Soda & Energy Drinks			> 65 calories per 12 oz container

\* Including nutritionally equivalent milk alternatives (unsweetened/sweetened milk alternatives)

### Workplace FAQs

Being prepared for tough questions from employees, visitors and the press is an important part of selling your organization's efforts. Below are some frequently asked questions and common concerns that your organization may encounter when promoting your efforts.

# Why focus on sugar-sweetened beverages? French fries, ice cream, and candy are all unhealthy as well.

Researchers have found significant evidence linking sugar-sweetened beverage consumption to obesity and other health-related issues. One study found that consumption of sugar-sweetened beverages had a stronger association with being overweight or obese than any other food. Nearly 10% of Americans' calories come from sugar-sweetened beverages, and these drinks don't fill us up like the calories in solid food do.

# Shouldn't we educate people about healthy eating, not force them to behave in a certain way?

Education is an important part of any effort to get people to change their behavior, but it is usually ineffective if used alone. Education is most effective when coupled with other efforts to help people be healthier, such as making healthy options more available, making unhealthy options less available, or increasing the price of unhealthy items. Educating people about healthy choices is only effective if we work in an environment where the healthy choices are the easy choices. A study conducted in two Boston teaching hospitals indicated that an educational campaign in hospital cafeterias decreased purchases of soda only when it coupled with an increase in the price of the soda.

# Being healthy is all about balancing calories in and calories out. Isn't soda fine as long as individuals properly manage calories?

Managing calories consumed in food and beverages and those burned off in physical activity is the key to maintaining a healthy weight. Soda consumption makes it hard to find this balance, because it contains a lot of calories without any nutrients for the body and represents extra calories consumed in addition to a meal or snack. Practically speaking, in order to burn off the calories in one 20oz soda, an adult would have to walk for over 40 minutes at a moderate pace!

# What about sports drinks? Don't they provide sugars and electrolytes that are important to staying hydrated?

Intense marketing has led many to believe that sports drinks are necessary to remain healthy during exercise. The truth is that we don't need to replace lost electrolytes unless we've been exercising at an intense level for over an hour. Even then, simply snacking on healthy foods is a great way to replenish electrolytes without the extra unnecessary sugar found in most sports drinks. Water is the best way to stay hydrated during exercise.

Used with permission from the Boston Public Health Commission Healthy Beverage Toolkit

### **Have More Questions?**

**Contact your local Worksite Wellness Council for additional information.** 

For council information please see the resource section of this guide.

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# Appendix C Complete a Beverage Assessment



Workplace Beverage Scan
Sample Vending Machine
Assessment
Vending Machine
Assessment
Employee Survey
Beverage Sales
Assessment



### **Workplace Beverage Environmental Scan**

### Consider the 4 P's: Product, Place, Promotion, and Price

What, where and when are beverages made available in your worksite? What beverages are promoted? Is there a difference in how the red, yellow, and green beverages are priced?

	Beverages					
Location	% Red	% Yellow	% Green	Price (Circle lowest priced product)	Promotion (Circle product promoted)	Purchasing Responsibility**
Beverage Vending Machines*: Total #: Average all machines				<b>9</b> 7 <b>9</b>	<b>8</b> Y <b>8</b>	
Beverage Vending Machine #1: Location:				<b>9</b> 7 6	<b>9</b> 7 6	
Beverage Vending Machine #2: Location:				<b>9</b> 7 6	<b>9</b> 7 6	
Beverage Vending Machine #3: Location:				() () () ()	() () ()	
Cafeteria:				() () () ()	() () () ()	
Company Events:				<b>9</b> 7 <b>9</b>	<b>8</b> 7 8	
Company Supported Meetings:				<b>8</b> 7 8	<b>8</b> Y <b>8</b>	
Staff Fridge:				<b>9</b> 7 <b>9</b>	<b>9</b> 7 <b>9</b>	
Hospitality Areas:				<b>9</b> <b>1</b> <b>1</b> <b>1</b>	<b>9</b> <b>1</b> <b>1</b>	
Other:				() () () ()	() () () ()	
Comments: Identify locations that can be improved.						

\* Use the Beverage Vending Diagram for each machine and summarize on this scan.

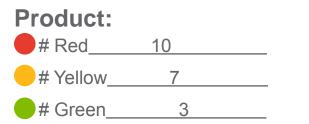
\*\*Note the person or party responsible for purchasing decision. Include comments on contracts, dates of contract renewal, and opportunities for negotiation

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### **Sample Vending Machine Assessment**

# For each beverage vending machine located within your organization, fill in the example machine below to indicate contents of each machine.

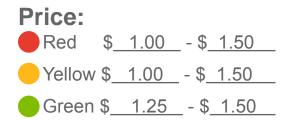
- 1. Indicate the size of your machine by placing an X over extra slots.
- To indicate current **PRODUCT** and **PLACEMENT**, color in each beverage slot using the red, yellow, and green beverage categories.



#### **Placement:**

Mark cans to the right with red, yellow, or green or take a picture.

3. Indicate the **PRICE** range for each category of beverage.



4. Note which products are being **PROMOTED** on the machine.

#### **Promotion:**

Indicate beverage promoted on machine if applicable.

Red <u>Coca-Cola</u>
Yellow <u>Diet Pepsi</u>
Green Aquafina

Neutral Cold Drinks

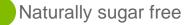
5. Complete the assessment for each machine in the facility.

### **Sample Machine**

XXXXXXXXXX	

Full sugar, high-calorie beverages

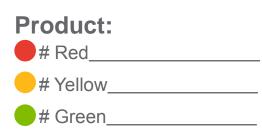




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Machine Location\_\_\_\_

### **Vending Machine Assessment**



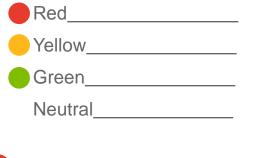
### **Placement:**

Mark cans to the right with red, yellow, or green or take a picture.



### **Promotion:**

Indicate beverage promoted on machine if applicable.



Full sugar, high-calorie beverages

Low/no-calorie beverages with artificial sweetener

Naturally sugar free

### Machine Location\_\_\_\_\_



Date\_

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Adapted from NEMS

### **Employee Survey**

Date: \_\_\_\_\_

- 1. How many times per week do you buy beverages from vending machines?
  - A. Less than 1 time/week
  - B. 1-3 times/week
  - C. 4-5 times/week
  - D. More than 5 times/week
- 2. When making a choice at a vending machine, how important is:

	Not Important	Somewhat Important	Very Important
Choosing a Healthy Option			
Beverage Price			
Calorie Count			
Amount of Sugar			
Taste			
Number of Servings			

- 3. Do you think healthy vending machines are important for the health of your workplace?
  - A. Yes
  - B. No
- 4. Are you able to distinguish healthier beverages in your worksite vending machines?
  - A. Yes
  - B. No
- 5. If healthier beverage options were made available to you, would you purchase them?
  - A. Yes
  - B. No
- 6. Comments:



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# **Employee Survey**

Of the following green and yellow beverage options, please indicate your preference for purchasing these beverages at work.

Suggested Beverages		$\overline{\mathbf{\dot{c}}}$
Bottled Water		
1% Milk		
Skim Milk		
Unsweetened Tea		
100% Apple Juice		
100% Orange Juice		
Low cal Sports Drink		
Diet Cola		
Diet flavored/sweetened Iced Tea		
Flavored Water		
Diet Lemon-Lime Soda		
Other		

### **Beverage Sales Assessment**

Many vendors have the capability to provide a report of beverage sales within your organization. This may be available upon request.

Below is an example of the beverage assessment tool. Use the link to input your company beverage sales to determine your changes in sales as you move towards healthier beverage options in your workplace.

Beverage Sales Assessment							
Green and Yellow Beverages							
Location: (i.e. Vending, Cafeteria, Etc., if applicable)							
	Product Detail (brand,	1	Record Hea	lthy Bevera	ge Sales (\$	5) by Quart	er
Beverage Type	grower, supplier or other info you wish to track)	Baseline	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total YTD
Water - plain, unflavored							\$0.00
Water - seltzer/mineral							\$0.00
Water - other							\$0.00
1% or Skim Milk - unflavored (<12 ounces)							\$0.00
Unsweetened Milk Alternatives (<12 ounces)							\$0.00
Unsweetened Tea (1)							\$0.00
Unsweetened Tea (2)							\$0.00
Unsweetened Coffee							\$0.00
100% Fruit Juice (<8 ounces)							\$0.00
Diet Soda (1)							\$0.00
Diet Soda (2)							\$0.00
Diet Soda (3)							\$0.00
Diet Soda (4)							\$0.00
Diet Iced Tea (1)							\$0.00
Diet Iced Tea (2)							\$0.00
Low-Calorie Sports Drinks (1)							\$0.00
Low-Calorie Sports Drinks (2)							\$0.00
2% Unflavored Milk							\$0.00
Other Low-Callorie or Low Sugar Drink (1)							\$0.00
Other Low-Callorie or Low Sugar Drink (1)							\$0.00
Total Green and Yellow Beverage Sales		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Beverage Sales (Report all beverage purchase	es for reporting period)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
% of Total Green and Yellow Beverage Sales		#DIV/01	#DIV/01	#DIV/01	#DIV/01	#DIV/01	#DIV/01

https://healthylincolnorg.presencehost.net/file\_download/256162d6-1636-410e-8c43-47608a1cfde6

# Appendix D Develop a Healthy Beverage Policy



# Worksite Beverage Policies – SAMPLES



### Worksite Beverage Policy – SAMPLE:

At\_\_\_\_\_\_, we are committed to helping our employees achieve a healthy lifestyle (Organization) and have access to healthy beverage. We support our employee healthy beverage choices by:

□ Making \_\_\_\_\_% of our options GREEN beverages as of \_\_\_\_\_\_.

Making \_\_\_\_\_% of our options YELLOW beverages as of \_\_\_\_\_.

Eliminating RED beverages or limiting to \_\_\_\_\_% of our options as of \_\_\_\_\_\_.

□ Promoting water and GREEN beverage options.

Educating employees on healthy beverages using GREEN, YELLOW, RED

#### Nutrition Standards for Beverages:

Category	Green	Yellow	Red
Plain or Carbonated Water	Any Size		
Coffee or Tea (Unsweetened)	≤ 20 ounces		
Milk, Unflavored*	Skim/1% Milk, 8-12oz	2% Milk, 8 oz	Whole Milk, 8 oz
Flavored Milk*		Fat Free Flavored, ≤ 8 oz	Whole Milk, 2% Fla- vored, 8 ounces
100% Juice		≤ 8 oz	> 8 oz
No Calorie Beverages		≤ 20 oz	> 20 oz
Low Calorie Beverages		≤ 12 oz	> 12 oz
Sugary Drinks: Soda & Energy Drinks			> 65 calories per 12 oz container

\* Including nutritionally equivalent milk alternatives (unsweetened/sweetened milk alternatives)

#### **Pricing and Placement Standards**

- GREEN and YELLOW beverages that meet the nutrition standards must be sold at a price lower (or equivalent) to RED beverages.
- GREEN beverages meeting the standards will be placed within the vending machine so that they are visible at eye level.

#### **Marketing Strategies**

- This policy recognizes that promotional efforts such as labels and motivational signs on vending machines can increase awareness and selection of healthier beverages.
- As such, signs and labels for healthy beverages will be displayed at point of purchase.
- Company (insert communication modes ie, email, newsletter, website, etc) will be used (insert time frame daily, weekly, monthly) to promote healthy beverage choices to employees.

Adapted from: Nemours Healthy Vending Guide

http://www.nemours.org/content/dam/nemours/www/filebox/service/preventive/nhps/resource/healthyvending.pdf

# Appendix E Educate and Engage Employees



Stoplight Flyer (8 1/2 x 11)
Stoplight Posters (11x17)
Sample Promotional Messages
Table Tent
Brochure
PowerPoint





# DRINK Go On G



# Drink Rarely, if at all

- Regular Sodas
- Sports Drinks\*
- Sweetened Coffee Drinks
- Energy Drinks
- Sweetened Tea
- Fruit & Juice Drinks with added sugar

# Drink Sometimes

- Diet Sodas
- Diet Iced Tea
- 100% Juice
- Low Calorie Drinks
- Low Sugar Drinks
- Low Calorie Sports Drinks

# **Drink Freely**

- Water
- Seltzer Water
- Skim or 1% Milk
- Unsweetened Tea
- Unsweetened Coffee

\*Sports drinks are unnecessary for general consumption. They are for rehydration during high-intensity exertion such as marathon running or strenuous exercise outdoors on high heat index days (ex: summer soccer or football).

# Choose the road to a **HEALTHIER YOU!**

# <u>healthynebraska.org</u>

# Just know the colors....

# How popular beverages rank

Popular Beverages	Container Size	Calories per container	Sugar Type	Teaspoons sugar per container	Miles to walk off a container
Mountain Dew	20 oz	290 Cal	Added Sugar	19.25 tsp	3 1/2 mi
Fanta	20 oz	270 Cal	Added Sugar	18.5 tsp	3 1/2 mi
Pepsi	20 oz	250 Cal	Added Sugar	17.25 tsp	3 1/4 mi
Coca Cola	20 oz	240 Cal	Added sugar	16.25 tsp	3 mi
Sprite/Sierra Mist/7 Up	20 oz	240 Cal	Added Sugar	16 tsp	3 mi
Dr. Pepper	20 oz	250 Cal	Added Sugar	16 tsp	3 mi
Whole Chocolate Milk	8 oz	220 Cal	Added Sugar & Natural Sugar	6.75 tsp	2 3/4 mi
Monster	16 oz	210 Cal	Added Sugar	13.5 tsp	2 1/2 mi
Frappuccino	13.7 oz	290 Cal	Added sugar & Natural sugar	11.5 tsp	3 1/2 mi
Gatorade	20 oz	130 Cal	Added Sugar	8.5 tsp	1 1/2 mi
Red Bull	8.4 oz	110 Cal	Added Sugar	6.75 tsp	1 1/2 mi
Pepsi Next	20 oz	100 Cal	Artificial Sweetener & Added Sugar	6.5 tsp	1 1/4 mi
1% Chocolate Milk	8 oz	140 Cal	Added Sugar & Natural Sugar	4.5 tsp	1 3/4 mi
Capri Sun	6 oz	60 Cal	Added Sugar & Natural Sugar	4 tsp	3/4 mi
V8 Fusion-Vegetable & Fruit	8 oz	120 Cal	Natural Sugar	6.25 tsp	1 1/2 mi
Skim Chocolate Milk	8 oz	120 Cal	Added Sugar & Natural Sugar	4.5 tsp	1 1/2 mi
Juicy Juice 100% Juice	4.2 oz	60 Cal	Natural Sugar	3.5 tsp	3/4 mi
G2	20 oz	45 Cal	Added Sugar & Artificial Sweetener	3 tsp	1/2 mi
Diet Mountain Dew	20 oz	10 Cal	Artificial Sweetener & Added Sugar	.25 tsp	1/4 mi
Diet Snapple	16 oz	10 Cal	Natural Sugar & Artificial Sweetener	.25 tsp	1/4 mi
Mio	1 squeeze	0 Cal	Artificial Sweetener	0 tsp	0 mi
Diet Pepsi	20 oz	0 Cal	Artificial Sweetener	0 tsp	0 mi
Diet Dr. Pepper	20 oz	0 Cal	Artificial Sweetener	0 tsp	0 mi
Coke Zero/Pepsi Max	20 oz	0 Cal	Artificial Sweetener	0 tsp	0 mi
1% Unflavored Milk	8 oz	110 Cal	Natural Sugar	3 tsp	1 1/2 mi
Skim Unflavored Milk	8 oz	90 Cal	Natural Sugar	3 tsp	1 1/2 mi
Unsweetened Tea	18.5 oz	0 Cal	Sugar-free 0 tsp		0 mi
Unsweetened Coffee	16 oz	0 Cal	Sugar-free	0 tsp	0 mi
Bottled Water	Any Size	0 Cal	Sugar-Free	0 tsp	0 mi

Maybe not.

Ok sometimes.

Go for it.

4 grams = 1 teaspoon sugar Mileage based on 150 lb person at 3 miles per hour (79.5 cal/mile)



# **Rethink your**



# Go On GREEN

# Drink Rarely, if at all

- Regular Sodas
- Sports Drinks\*
- Sweetened Coffee
   Drinks
- Energy Drinks
- Sweetened Tea
- Fruit & Juice Drinks with added sugar

# Drink Sometimes

- Diet Sodas
- Diet Iced Tea
- 100% Juice
- Low Calorie Drinks

# Drink Freely

- Water
- Seltzer Water
- Skim or 1% Milk

- Low Sugar Drinks
- Low Calorie Sports Drinks
- Unsweetened Tea
- Unsweetened Coffee

\*Sports drinks are unnecessary for general consumption. They are for rehydration during high-intensity exertion such as marathon running or strenuous exercise outdoors on high heat index days (ex: summer soccer or football).

# Choose the road to a **HEALTHIER YOU!**

# healthynebraska.org

### **Sample Promotional Messages**

There is as much sugar in a 16 oz energy drink as 2 candy bars. Do you consider your energy drink a treat? Maybe not. Rethink Your Drink

Do you walk 4 miles for every sweetened latté? Maybe not. Rethink Your Drink.

Would you eat 16 teaspoons of sugar? That's how much is in a regular 20 oz cola.

### Maybe not. Rethink Your Drink

Like juice with breakfast? Don't get carried away. Even 4 oz of 100% apple juice has over 3 teaspoons of natural sugar. Ok sometimes. Rethink Your Drink

Think you need a post workout recovery drink? Don't undo your workout. Consider swapping a regular sports drink for a low cal option and save 95 calories.

Ok sometimes. Rethink Your Drink

Want a guilt free beverage? Swapping 1 regular soda (20 oz) a day for water saves you more than 240 calories a day. That's about 25 pounds a year! Go for it! Rethink Your Drink.

Want to go green? Go green with your beverage. Tap water is sugar free, calorie free, all natural and costs nothing!! Go for it! Rethink Your Drink.

# healthynebraska.org



Just know the colors...

Naturally sugar-free drinks

# Go for it!

Low and no calorie drinks with artificial sweeteners

# Ok Sometimes

Full sugar, high calorie drinks

How popular beverages rank

Go On

# Maybe not

Rethink your

qat 0	əzi2 ynA	Bottled Water
qst 0	zo 91	Unsweetened Coffee
qst 0	zo	Unsweetened Tea
dst £	zo 8	Skim Unflavored Milk
dst £	zo 8	1% Unflavored Milk
qst 0	zo 02	Coke Zero/Pepsi Max
qst 0	zo 02	Diet Dr. Pepper
qst 0	zo 02	Diet Pepsi
qst 0	əzəənbs ı	oiM
qst 2S.	zo 91	Diet Snapple
qst 32.	zo 02	wed nistnuoM teid
dst £	zo 02	G2
qst	zo 2.4	Juicy Juice 100% Juice
qst 2.4	zo 8	Skim Chocolate Milk
Teaspoons sugar per container	əziQ	Popular Beverages

qst 4	zo 9	Capri Sun
qst	zo 8	Whole Chocolate Milk
qst č.ð	zo 02	Pepsi Next
qst	zo 4.8	Red Bull
qst č.8	zo 02	Gatorade
qst	zo 7.61	Frappuccino
qst	zo 91	Monster
qst ðt	zo 02	Dr. Pepper
qst ðt	zo 02	qU T∖t≈iM srı∋i≳∖∋tirq2
qst	zo 02	န၊၀၁ ဧ၁၀၁
qst 32.71	zo 02	isq99
qet	zo 02	Fanta
qst 25.91	zo 02	wəG nistruoM
Teaspoons sugar per container	əziQ	Popular Beverages

Ok sometimes.

.ti rof oÐ (

Maybe not.

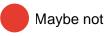
# **Rethink Your Drink**

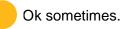
It's easy to make a healthy choice.

Just know the colors:



- Most sugary drinks lack any nutritional value and contain only empty calories.
- It takes the average adult more than 45 minutes of jogging to burn off the 240 calories in a 20-ounce soda with sugar.
- Sugar sweetened beverages are the single largest source of added sugars in the American diet.
- One 20 oz Cola contains 16 teaspoons of sugar.
- Most adults (2 out of 3) in Nebraska are either overweight or obese.
- Obesity in Nebraska costs \$750 Million
   annually in medical costs
- Swapping water for soda or other sugar-sweetened beverages is a recognized obesity prevention strategy.







	[			
% Juice	Contain	s 50% Juice		
	Nutrition	Amount Per Serving	%DV*	
Serving Size	Facts	Total Fat Og	0%	
	Serv Size 8fl oz	Sodium 60mg	<b>3</b> %	
	Serv Per Container 2	Potassium 140m	g <b>4</b> %	
Calories	Amount per serving Calories 70 Cal, from Fat 0	Total Carb. 16g Sugars 16g	5%	
	Protein 0g			Sugar
	Not a significant source of saturated fat, trans fat, cholesterol, dietary fiber, vitamin A, vitamin C, calcium or iron.			
	*Percent Daily Values (DV) are based on a 2,000 calorie diet.			
	INGREDIENTS] Filtered Water, Cranberry Juice from Concentrate, Apple Juice from Concentrate] Grape Juice from Concentrate, Natural Flavors, Sodium Citrate, Pectin, Acesulfame Potassium, Sucralose			
Ingredient	5 7	Artificial Sweetener	Åd	ded Sugar

Serving size: Check the nutrition facts label to find the number of servings per container. Multiply this number to calories or grams of sugars to find the total calories and total sugar per container.

Ex Above: 2 Servings per container

Calories: This is a number that describes the amount of energy you get from one serving of that product. Again, note serving size or servings per container. Ex Above: 2 x 70 calories = 140 calories per container

Sugar: This is the amount of sugar contained in a single serving of this product. Roughly 4 grams of sugar equals 1 teaspoon of sugar (4g=1tsp). Ex Above: 2 x 16g sugar = 32g of sugar / 4 = 8 tsp of sugar per container.

**% Juice:** This is a number that displays how much of this product is actual expressed juice from fruit versus other added ingredients or flavors. Look for 100% juice.

For more information go to healthynebraska.org.





## **Red Beverages**

Red beverages contain high amounts of added sugar and contain many "empty" calories with little or no nutrients. Calories from red beverages can add up and increase the risk of overweight and obesity. Milk is a recognized nutrient-rich beverage. However, whole milk is high in saturated fat and flavored milk has a significant amount of added sugar. Red beverages should be reduced or eliminated.

- Regular sodas
- Energy drinks
- Sports drinks
- Sugar sweetened coffee or tea drinks
- Juice drinks with added sugar
- Unflavored whole milk
- Flavored milk (Whole, 2%, or 1%)
- 100% Juice (>8 ounces portions



Maybe not.

\*Sports drinks may be necessary for rehydration during high-intensity exertion such as marathon running or strenuous exercise outdoors on high heat index days (ex: summer soccer or football), but are unnecessary for general consumption.



## Yellow Beverages

Yellow beverages are reduced or no calorie beverages that often contain artificial sweeteners and sometimes added sugars. Diet and "light" drinks that are artificially flavored can be substitutes for red beverages. However, they still contribute a "sweet" flavor, which may lead a preference of sweets. While 100% juice provides nutritional benefits, serving sizes should be limited to 8 ounces or less as larger portions can contribute significant extra calories. Yellow beverages can be consumed occasionally.

- Diet sodas\*
- Diet iced teas\*
- Low calorie or low sugar drinks\*\*
- 100% Juice (≤ 8 ounce portions)
- Low-calorie sports drinks\*\*
- 2% Unflavored milk
- Skim Flavored Milk (≤ 8 ounce)



Ok sometimes.

\* No Calorie Beverages: Limit 20 oz portion \*\* Low Calorie Beverage: Limit 12 oz portion

# **Green Beverages**

Green beverages are the healthiest, go-to beverages. They do not contain any added sugar or artificial sweeteners and therefore do not contribute extra calories. Water, 1% and skim unflavored milk, and unsweetened coffee and tea are placed in the "green" category. Green beverages should be consumed daily.

#### • Water is the best choice!

- Seltzer or mineral water
- 1% or skim unflavored milk
- Unsweetened coffee or tea













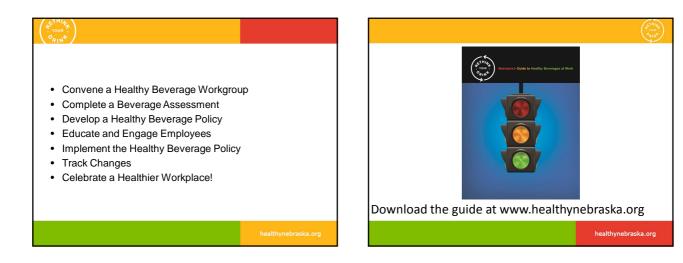
#### YOUR

#### Drinks with added refined sugar, such as:

- Soft Drinks: Coke, Pepsi, Mountain Dew, Dr. Pepper
- Fruit Drinks: Sunny D, Hawaiian Punch, Capri Sun
- Sports Drinks: Gatorade, Powerade, Propel
- Tea/Coffee Drinks: Arizona Iced Tea, Starbucks
   Frappuccino
- Energy Drinks: Red Bull, Monster, Rock Star
- Sweetened Milk: Chocolate Milk







# Appendix F Implement the Healthy Beverage Policy



Sample Letter to Vendor
Sample Vendor Contract
Rethink Your Drink Signs
(8 1/2x11 & 11x17)



## Sample Letter to Vendor

#### VENDOR NAME VENDOR ADDRESS

Dear (Vending company),

(Company name) has decided to take on the challenge of improving the health of our employees. As of (date) we will begin making changes to our vending machines that serve beverages. We are hopeful that we may maintain a working relationship with your organization during this transitional time for us and that we can make these accommodations together.

Based on employee feedback, our wellness committee has provided a list of products that meet the given criteria that our employees would be interested in seeing in their machines. We would gladly welcome any input and expertise on the products we are choosing as we move forward.

In an attempt to educate our employees during this transition we will be utilizing promotional items to encourage employees to *Rethink Your Drink*. The machines will be surveyed periodically to ensure that all guidelines are continuing to be met as determined by our updated contract.

We will be learning together as we move through the process of developing a healthier workplace. As we work through these modifications we may need to reevaluate periodically to provide the most beneficial impact for both your business and our organization's health.

We look forward to working together to meet these goals and intend to begin making changes to our vending machines by (date). We thank you for your willingness to work with our organization on this project. Please feel free to contact us with any further questions.

Sincerely, NAME BUSINESS NAME PHONE NUMBER EMAIL ADDRESS

\*You may want to provide a sample time line of your intended changes with your letter.

# **Sample Vending Contract**

It is recognized that there are a limited number of vendors in the marketplace. You may feel like you have to put certain things in your vending machines based on vendor recommendation. Vending selections should align with your new workplace healthy beverage practice.

Some organizations may have a vending contract. The reference below may be a useful tool in altering an existing or developing a new vending contract.



http://changelabsolutions.org/publications/healthy-beverage-vending-agreement

www.healthynebraska.org





Full sugar, high-calorie drinks





Low/no-calorie drinks



Naturally sugar free drinks

healthynebraska.org



# Maybe not.

Full sugar, high-calorie drinks

Ok sometimes.

Low/no-calorie drinks

Go for it!

Naturally sugar-free drinks

healthynebraska.org



# Appendix G Celebrate a Healthier Workplace





# **Local Successes**

"Overhauling our vending services is one of the most important things we've done as a company. Prioritizing beverages, primarily water, has been key to improving the health of our organization."

Kay Sudbeck, Human Resources Director, Speedway Motors

"At Assurity, we create awareness around healthy choices and have monthly 5-minute presentations about one aspect of wellness. We have used "Rethink your Drink" for information on hidden calories in drinks. This vending initiative helps take it to the next level of everyday awareness."

Jan Zoucha, West Coast Regional Sales Manager, Assurity Life Insurance Company

"We always attempt to make the healthy choice the easy choice at Lincoln Industries. We have done this with the addition of an on-site fitness center and medical clinic. The vending change will be another step towards helping people develop healthy behaviors."

Greg Howe, Wellness Coordinator, Lincoln Industries

"Organizations must be prepared to champion the vendor services as many vendors will prioritize beverage selections based off of what is selling. Keeping a close eye on the beverage machines and constant communication with the vendor may be necessary to keep the project on track."

Marika Brack, Wellness Coordinator, Duncan Aviation

"At St. Elizabeth, we believe we need to be involved in moving healthcare into the future. Leaders in healthcare are obligated to help create a new era of healthier communities! To that end Saint Elizabeth is proud to be one of Lincoln's large employers to support the initiative and lead the way." *Libby Raetz, Vice President of Nursing, Chief Nursing Officer, CHI Health St. Elizabeth* 

"Because we had the leadership support, changing out beverage selections and providing water as a main source in our machines was easy. However, don't underestimate the power of communication. Communication regarding healthy beverages is key to the success of the program."

Jeanne Sands, Wellness Coordinator, Lincoln Surgical Hospital

www.healthynebraska.org

**Sample News Release** 

#### **Organization/Company Name or Logo**

For Immediate Release: (Date)

Contact: (Name, Phone/Email)

#### (Organization) Signs on to Rethink Your Drink Initiative

Making the Healthy Choice the Easy Choice to promote wellness and improve health

As of (Date), (Organization) has signed on to the Rethink Your Drink Initiative in order to improve the health and wellness of its employees (and patrons/visitors).

(About your organization, how will this initiative impact your organization; number of people, current wellness initiatives, etc.) Although the obesity epidemic has a number causes such as too many processed foods, increased portion sizes, and too little physical activity, the single biggest contributor is the number of calories consumed through beverages.

The initiative calls on businesses and organizations across Nebraska to institute healthy beverage policies to help make the healthy choice the easy choice. Even subtle changes in the food environment can make major decreases in the calories consumed. The approach includes changes in the placement, price, promotion, and availability of beverage products.

(Organization) joins other local organizations such as Assurity Life insurance Company, Lincoln Industries, CHI Health St. Elizabeth, and Central District Health Department in the initiative along with many communities across the country including Boston, Chicago, Cleveland, and Kansas City have chosen to focus on similar initiatives.

Organizations interested in offering healthier beverage options can sign on to the Rethink Your Drink Initiative at www.rethinkyourdrink.ne.gov

###

# **Appendix H**







#### Resources

#### Facts:

Kick The Can: Giving the Boot to Sugary Drinks:

http://www.kickthecan.info/

Sugary Drink F.A.C.T.S. - Yale Rudd Center for Food Policy & Obesity:

http://www.sugarydrinkfacts.org/

Sweetened Beverages: Extra Sugar, Extra Calories, and Extra Weight:

http://publichealthadvocacy.org/\_PDFs/soda/soda\_fact\_sheet\_english\_Sept%202011.pdf

#### Videos:

How Many Packets of Sugar Are You Drinking? http://www.choosehealthla.com/multimedia/ Nursing students at Mankato State University in Minnesota made this video about sugary beverages on campus: https://www.youtube.com/watch?v=5kWs-1muUfo&feature=youtu.be Pour One Out: http://www.cspinet.org/liquidcandy/pouroneout.html The Real Sugar Bears:

http://www.therealbears.org/#video

#### Water Promotion:

Drink Up: You are What You Drink Videos:

http://www.youarewhatyoudrink.org/media/

Just Add Water – Refresh Kansas:

http://www.refreshkansas.org/

Take Back the Tap:

http://www.foodandwaterwatch.org/water/take-back-the-tap/Water First for Thirst: Handout for parents: http://columbus.gov/uploadedfiles/Public\_Health/Content\_Editors/Planning\_and\_Perfomance/Healthy\_Children\_Healthy\_ Weights/HCHWHandouts\_8.5x11\_3Logos\_5.20.2013%208%20Water%20first.pdf

## **Complimentary Efforts:**

A Blueprint for Healthier Vending-Consortium to Lower Obesity in Chicago Children:

http://www.cityofchicago.org/content/dam/city/depts/cdph/CDPH/BlueprintHealthierVending2013.pdf Building Blocks for Success, A Guide for Developing Healthy Beverage Programs, Public Health Law Center: http://publichealthlawcenter.org/sites/default/files/resources/phlc-guide-healthy-beverages-collection-2013.pdf

#### www.healthynebraska.org

#### Resources

#### **Complimentary Efforts Continued:** The CDC Guide to Strategies for Reducing the Consumption of Sugar Sweetened Beverages: http://www.cdph.ca.gov/SiteCollectionDocuments/StratstoReduce Sugar Sweetened Bevs.pdf Center for Science in the Public Interest: https://www.cspinet.org/nutritionpolicy/healthy-vending.html Central District Health Department, Rethink Your Drink Initiative, http://www.cdhd.ne.gov/component/content/article/168-sugar-sweetened-beverages Healthy Beverages Best Practices, Health Care Without Harm: https://noharm-uscanada.org/issues/us-canada/healthy-beverages-best-practices Healthy Beverage Toolkit, Boston Public Health Commission: http://www.bphc.org/whatwedo/healthy-eating-active-living/healthy-beverages/Documents/HealthyBeverageToolkitFinal.pdf Healthy Meeting Toolkit: http://cspinet.org/nutritionpolicy/Healthy-Meeting-Toolkit.pdf Healthy Vending Guide: http://www.nemours.org/content/dam/nemours/www/filebox/service/preventive/nhps/resource/healthyvending.pdf Making Change-A Guide to Healthier Vending for Municipalities- ChangeLab Solutions http://changelabsolutions.org/publications/healthier-vending-municipalities The New (AB)Normal: http://makinghealtheasier.org/newabnormal Rethink Your Drink, Partners for a Healthy City: http://partnersforahealthycity.org/wp-content/uploads/2013/03/Rethink-your-Drink-3.pdf Sip All Day, Get Decay: http://www.sipallday.org/ Videos: Soda Guy: https://www.youtube.com/watch?v=xhKI-smK7NQ&feature=player embedded Juice Mom: https://www.youtube.com/watch?v=y1ZGj8va77k&feature=player embedded Post Game: https://www.youtube.com/watch?v=N9COptVIrsg&feature=player\_embedded Soda Girl: https://www.youtube.com/watch?v=IcLCYkbDRBI&feature=player embedded Soda Free Summer: http://www.sodafreesummer.org/ Sugar-loaded Drinks – Sugar Calculator: http://www.choosehealthla.com/eat-healthy/sugar-loaded-beverages/ You Wouldn't Eat 22 Packs of Sugar. Why Are You Drinking Them? http://www.choosehealthla.com/wp-content/uploads/2011/04/Sugar-Loaded-Drinks\_Soda1.jpg

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