

ORDER UP

healthy



A Wisconsin resource for healthier foods & beverages in restaurants

For more information about this publication, contact:



Nutrition, Physical Activity & Obesity Program
Wisconsin Department of Health Services
 P.O. Box 2659, Madison, WI 53701-2659
www.dhs.wisconsin.gov/physical-activity

– and –

Assessing the Nutrition Environment in Wisconsin Communities (ANEWC) Project
Department of Population Health Sciences
University of Wisconsin-Madison
610 Walnut Street, Madison, WI 53705-2221
Email: martinezdona@wisc.edu; ameinen@wisc.edu

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Introduction

What is Order Up Healthy?

Order Up Healthy is a toolkit for addressing the food environments within and surrounding restaurants in Wisconsin communities. Local coalitions, local community leaders, and other public health practitioners can use Order Up Healthy as a tool to increase the availability and access to healthier foods and beverages. Promoting the consumption of healthier foods and beverages, such as fruits, vegetables, and drinking water is important for creating healthy communities. Order Up Healthy focuses on improving the food environments of restaurants to make it easier for individuals to make healthy choices.

Order Up Healthy provides a step-by-step guide for assessing, partnering with, and determining strategies for restaurants in your community. Strategies and methods featured in Order Up Healthy are evidence-based and incorporate stories from the field as illustrations of how to put these strategies into practice.

What are healthy foods?

Healthy foods are foods that provide essential nutrients and support health¹, such as high quality fruits, vegetables, whole grains, dairy products, lean meats, poultry, and fish².

Please visit the Food and Nutrition Information Center for detailed information on healthy foods and beverages: <http://fnic.nal.usda.gov>

Why is there a need for Order Up Healthy?

In 2010, an estimated one million Wisconsin adults, or 26 percent of the adult population, were classified as obese compared with 25 percent of adults nationally³. Moreover, in 2009 and 2011, only 23 percent of Wisconsin adults and 20 percent of high school students consumed the recommended five or more fruits and vegetables per day⁴. What we consume is often influenced by a complex blend of environmental, social, cultural and individual factors. Our food environment, which includes the availability and accessibility of healthier foods and beverages in restaurants, plays a role in what people purchase and consume.

1 Partners in Action. Defining healthy foods. Washington State Department of Health; 2008. Available at <http://depts.washington.edu/waaction/plan/append/g.html>

2 U.S. Department of Agriculture and U.S. Department of Health and Human Services. Dietary guidelines for Americans, 2010. 7th ed. Washington (DC): Government Printing Office; 2010.

3 Centers for Disease Control and Prevention. Overweight and obesity. CDC; 2012. Available at www.cdc.gov/obesity/stateprograms/fundedstates/wisconsin.html

4 Alvig A, Meinen A, Stader K. Got Access? A guide for improving fruit and vegetable access in Wisconsin communities. Wisconsin Department of Health Services, Division of Public Health, Nutrition, Physical Activity and Obesity Program; 2012. Available at www.dhs.wisconsin.gov/publications/p0/p00341.pdf

Today in the U.S., an average of one in five meals consumed — four meals per week — is prepared in a commercial setting⁵. Therefore, a restaurant is an ideal environment to increase access to and promote healthy foods and beverages. Restaurants are the model partner for strategically addressing our food environments and influencing individual consumption towards healthier choices.

Changes to our food environment support consumer spending and promote consumption of healthier foods and beverages through increased access to fruits, vegetables, and drinking water. The evidence-based strategies and methods outlined throughout Order Up Healthy support local restaurateurs and farmers, who can generate local economic growth and improve the health of community residents.

How do I use Order Up Healthy?

This toolkit is intended for use by local coalitions, community leaders, and public health practitioners. Order Up Healthy outlines steps for assessment, partnering, and implementation strategies. Mindfulness of program sustainability and evaluation is recommended throughout the implementation phase.

*You may refer to the work you are doing in Order Up Healthy as creating an **intervention**; however, this term may be confusing for a restaurant. Using the term **initiative** or **program** over **intervention** is suggested.*

Order Up Healthy is divided into two parts: “The Front of the House” and “The Back of the House.” The two titles reference the generic layout of a restaurant. (For more information on restaurant terminology, see Appendix A.) Steps prior to the implementation of strategies and your program are described in “The Front of the House.” Steps outlining implementation methods, strategies, and maintenance of your program are outlined within “The Back of the House.”

Here is a brief outline of what is presented in Order Up Healthy:

Step 1: Knowing Your Community

Step one encourages you to think about what’s going on within your community. It will benefit you to have additional information to better understand where your efforts are needed and what strategies make the most sense. Additional information may be attained by reviewing existing data, observing the environment, conducting focus groups, administering surveys and looking for recurring ideas or notable challenges to achieving adequate access to healthier foods and beverages in restaurants.

⁵ City of Houston, Department of Health and Human Services. Food Service Manager’s Certification Manual. City of Houston; 2010. Available at www.houstontx.gov/health/Food/FSMC%20Manual.pdf

Introduction continued...

Step 2: Knowing Your Restaurant

After reviewing assessment results, get to know the restaurants with which you will partner. Use the assessment data as a resource for information on your community's restaurants. Understand restaurants from their perspective, such as the importance of meeting the bottom line. Know what type of language is used within the restaurant industry and that there are many different types of restaurants.

Step 3: Establishing Partnerships

Next, pick a restaurant(s) with which you can partner. A partnership is not defined as an individual dictating to a restaurant how and why they need a healthier menu. Rather, a partnership is based on mutual needs and objectives. Understand what a restaurant needs to accomplish in order to keep running. Show them that you can incorporate what you are doing into what they are already doing in business and how they will still be able to meet their bottom line.

Step 4 & Step 5: Developing, Evaluating and Sustaining Your Program

While you are attempting to build a partnership, determine which strategies are most appropriate to use with your potential partner. Use strategies based on data you have collected and information you already know about restaurants in your community. Adjust your strategies to fit the type of restaurant with which you are partnering. Keep in mind that many of the strategies outlined in Order Up Healthy are linked. Coupling strategies that are compatible and/or using them simultaneously will strengthen your outcomes. As you begin to work through your program, consider its sustainability. Align the resources you have in your community with appropriate strategies.

It is important to provide a good foundation for your program and conduct a thorough assessment before advancing to implementation and strategies. Therefore, steps should build on one another sequentially. This approach increases the likelihood of a successful and sustainable program.

" This has to be presented as:

How is this going to benefit restaurants?"

*— Don Thompson,
Red Mill Supper Club*

FRONT OF
the House

STEP *one*

Knowing Your Community

When planning a program, it is important to understand your community's current food environment related to access to or availability of foods and beverages in restaurants. An overall assessment of the food environment helps identify barriers and pathways to healthier foods and beverages in restaurants. This is the first step in the process of improving your food environment. The second step will entail collecting more detailed data.

Think about the following questions:

- ▶ Do restaurants in your community offer access to healthier foods and beverages, such as fruits, vegetables, and drinking water?
- ▶ Do restaurants in your community promote the healthier options they currently carry?
- ▶ How often do members of your community eat fruits and vegetables?
- ▶ How often do members of your community eat at a restaurant?
- ▶ Do restaurant patrons choose the healthier option when it is available?

- ▶ Are options clearly labeled?
- ▶ Are healthier items affordable?

These are the types of questions that will help assess the needs of your community and create a starting point. Through various assessment techniques, you can determine baseline information, prioritize areas for improvement, and find the right resources to implement selected strategies to meet your community's needs. In doing work with restaurants, it is essential to understand that you should couple an assessment of your restaurant's environment with an assessment of consumers in your community. Knowing your restaurant, as well as their consumer base, is the basic foundation for the subsequent steps in Order Up Healthy.

Moreover, suggested assessment tools vary in specificity. Some tools give specific information about the restaurant environment, other tools provide information on the broader community food system. Both are important pieces of information to take into consideration when deciding on strategies to use with your local restaurateurs.

Tip: When assessing the needs of your community, make sure to collect objective data as well as data that captures community perceptions. For example, an assessment tool may indicate the number of restaurants directly observed using menu labeling while another tool investigates the perceived understanding of the labels.

It is best practice to use a minimum of three different assessment techniques to grasp a full understanding of your community's current food environment. Data obtained from these assessment techniques can serve as baseline or pre-program indicators and can be repeated as mid- and post-indicators to determine the impacts of your program. This may be useful when determining if improvements have been made along the course of your program.

Each approach necessitates a different distribution of resources (i.e., money, time, people) and has been categorized accordingly (minimal, medium or high resources needed).

Here are several assessment techniques and resources you may use:

1) Review Existing/Public Data *minimal resources needed*

Review existing county, city, town, village, or neighborhood-level data related to food environment indicators. There are various data sources today that can help you better know your state or community's food environment. Public and commercial data sets are both available for use.



► **USDA Food Environment Atlas:**

This resource provides food environment indicators to examine factors related to food choices, diet quality, and access to healthy food. www.ers.usda.gov/data-products/food-environment-atlas.aspx

► **Wisconsin's County Health Rankings:**

The County Health Rankings provide county-level reports on health outcomes and health factors, including an indicator related to healthy food access and density of quick service restaurants. www.countyhealthrankings.org/wisconsin

► **Survey of the Health of Wisconsin (SHOW):**

This statewide research survey is modeled after the Centers for Disease Control and Prevention's (CDC) National Health and Nutrition Examination Survey (NHANES). SHOW offers health-related data on representative samples of state residents and communities. www.med.wisc.edu/show/about-survey-of-the-health-of-wisconsin/36193

► **United States Census Bureau's County and ZIP Code Business Patterns Data:**

The U.S. Census Business Patterns data provides the number of establishments, number of employees, and payroll data by industry. Data can be used to track which ZIP codes, metropolitan areas, and counties have retailers located within their boundaries. www.census.gov/econ/cbp/index.html

► **CDC State Indicator Report on Fruits and Vegetables:**

This report provides national and state-level data on the number of fruits and vegetables people are eating, and highlights key areas within communities and schools that can be addressed to increase fruit and vegetable access, availability, and affordability. www.cdc.gov/obesity/resources/reports.html

► **CDC Children's Food Environment State Indicator Report:**

This report highlights selected behaviors, environments, and policies that affect childhood obesity through support of healthy eating. www.cdc.gov/obesity/resources/reports.html

► **SavorWisconsin.com:**

This resource can be used to find Wisconsin food products, businesses, and services. It also provides an easy way to identify the locations and schedules of farmers' markets in Wisconsin. www.savorwisconsin.com

► **Local Harvest-Farmers' Market and Community-Supported Agriculture (CSA) Farm Locator:**

This guide provides a quick way to find restaurants serving local foods. It can also be helpful in locating farmers' markets and CSA farms in your area. www.localharvest.org

2) Comprehensive Community Assessments

high resources needed

Conduct a wide-reaching, thorough community assessment that includes restaurant food environment and/or restaurant food access issues.

► **Community Health Assessment and Group Evaluation (CHANGE) Tool:**

Developed by the CDC and USDA, this tool can be used to gather and organize data on community assets and can help plan for improvement. www.cdc.gov/healthycommunitiesprogram/tools/change.htm

“I think it’s being realistic and honest about who you’re working with. Do your homework, do your formative assessment so you have something concrete to what people are looking for. When you get those results, use them. If there is a barrier—follow up on barriers.”

— *Bev Hall,
Waupaca Eating Smart,
Waupaca, Wisconsin*



► **What’s Cooking in Your Food System:
A Guide to Community and Food Assessment**

This guide includes tools for conducting and planning a community-wide food assessment and case studies on communities that have used the tool.

www.activelivingbydesign.org/events-resources/resources/whats-cooking-your-food-system-guide-community-food-assessment

► **Community Health Assessment (CHA):**

A fundamental tool of public health practice, a CHA is a process that uses quantitative and qualitative methods to collect and analyze data to better understand health within a community. The goal of a CHA is to develop strategies that address a community’s health needs and issues.

For CHA resources, visit:

www.cdc.gov/ai/resources/popular/chip.html and
<http://mappnetwork.naccho.org/page/cha-chip-examples>

3) Direct Observation

medium to high resources needed

Assess food outlets in person.

► **Nutrition Environment Measures Survey (NEMS)
(validity and reliability tested)**

This tool measures the type and location of food outlets, the availability of healthier and less healthy options, pricing, and quality indicators.

www.med.upenn.edu/nems

To be trained on using NEMS,
visit the online training site:

www.med.upenn.edu/nems/onlinetraining.sht

NEMS-Restaurants:

www.med.upenn.edu/nems/docs/NEMS_R_Detailed.pdf



► **Environment Nutrition and Activity Community Tool (ENACT), Community Strategies Tool:**

Developed by the Strategic Alliance for Healthy Food and Activity Environments, this tool allows for the assessment of current community food environments and the prioritization of strategies to make improvements.

<http://eatbettermovemore.org/sa/enact/members/index.php>

4) Community Surveys

minimal to medium resources needed

Distribute questionnaires to community members through hard copy or web-based survey formats.

► **Survey of the Health of Wisconsin (SHOW):**

This statewide research survey is modeled after the Centers for Disease Control and Prevention's (CDC) National Health and Nutrition Examination

Survey (NHANES). These assessments include in-person interviews, paper questionnaires, computer-assisted surveys, physical measurements and laboratory tests.

www.med.wisc.edu/show/about-survey-of-the-health-of-wisconsin/36193

For information on NHANES:
www.cdc.gov/nchs/nhanes.htm

► **Communities of Excellence in Nutrition, Physical Activity and Obesity Prevention (CX³):**

CX³ is a community planning framework that involves assessing communities in relation to a variety of nutrition and physical activity benchmarks known as community indicators and assets.
www.ca5aday.com/cx3

► **Waupaca Eating Smart (WES) Survey:**

WES is a collaborative community effort led by a local nutrition and physical activity coalition with participating restaurants, which aims to increase

nutritious food offerings to Waupaca residents. Before implementation of healthy menu items in restaurants, the coalition surveyed almost 200 residents in the Waupaca community. (For a sample WES survey, see Appendix B).
<http://waupacaeatingsmart.wordpress.com>

5) Focus Groups

medium resources needed

Convene groups of eight to 10 consumers to discuss specific questions related to healthy food and beverage access in local restaurants.

► Nutrition, Physical Activity, and Obesity (NPAO) Program website:

This site provides social marketing and formative assessment resources, including focus group guides.
www.dhs.wisconsin.gov/physical-activity/Resources/Planning/Index.htm

6) Key Informant/Key Stakeholder Interviews

medium resources needed

Interview restaurant operators and individual community members, including identified community leaders, using a predetermined set of questions related to healthy food access in local restaurants.

► Nutrition, Physical Activity, and Obesity (NPAO) Program website:

This site provides social marketing and formative assessment resources, including key informant/key stakeholder interviews.
www.dhs.wisconsin.gov/physical-activity/Resources/Planning/Index.htm

► KW2 (Knupp & Watson & Wallman) Focus Group Guides:

KW2, an advertising agency for companies and organizations, conducted statewide interviews

of restaurant patrons, owners, and managers (for sample questions/interviews, please see Appendix C). The purpose of these interviews was to discover barriers to healthy eating in Wisconsin and determine realistic strategies that would encourage healthy eating.

► Community Health Improvement Plan/Process (CHIP):

A community health improvement process uses community health assessment (CHA) data to identify priority concerns, create and establish strategies for action, and implement structures to ensure measurable health improvement, which are often detailed in the form of a community health improvement plan (CHIP). (Communities should ask their local health department if they have recently completed a CHIP.)

For CHIP resources visit:

www.cdc.gov/ai/resources/popular/chip.html and
<http://mappnetwork.naccho.org/page/cha-chip-examples>

7) GIS (geographic information system) Mapping

high resources needed

Collect mailing addresses and use GIS to link locations to data on food access points in your community. To create GIS maps, work with partners with mapping expertise, such as city or county planning offices, universities, and state departments of health or agriculture.

There are several types of software available that geocode data, develop and create maps, or both. ESRI's ArcGIS is one of the most common software and geodatabase management applications. Other common software includes EpiInfo, SAS, Instant Atlas, or MapInfo.

STEP *two*

Knowing Your Restaurant

Once you have assessed your community's food environment, you will have some new information and data on food establishments in your community. You may use some of your data from the assessment to plan your program. However, you have only just begun delving into the world of restaurants. It is important to get to know more about the restaurant(s) you are interested in partnering with. "Step 2: Knowing Your Restaurant" provides information on how to better acquaint yourself with restaurants and the restaurant industry.

Restaurants

So what exactly is a restaurant? A restaurant is an establishment that prepares and serves food and drink to customers in exchange for money, paid before the meal, after the meal, or with a running tab. Restaurants are a large part of our communities and play an important role in our day-to-day lives. They are a place of celebration, family, and camaraderie.

There are many different types of restaurants that you may find in your community. The following list defines them:

Casual Dining: A restaurant providing tableside service in a casual, relaxed atmosphere. Menu prices are moderate and dress is informal.

Family-style Dining: A type of casual dining where food is often served on platters in large portions and the diners serve themselves.

Fast Casual: A restaurant that does not offer full table service, but promises a higher quality of food and atmosphere than a quick service restaurant (see quick service).

Fine Dining: A restaurant with specific dedicated meal courses. Décor of such restaurants feature higher-quality materials, with an eye toward "atmosphere." Wait staff are highly trained and food presentation is visually appealing.

Pub: A casual dining restaurant that serves alcohol and food, ranging from appetizers to a full menu, in a distinctive laid back atmosphere. Pubs that concentrate on higher quality food are sometimes termed gastropubs. Brewpubs are those that brew their own beer in-house.

Quick Service: A Quick Service Restaurant (QSR) emphasizes speed of service. Food is typically served on disposables. QSRs are referred to as fast food restaurants.

In addition to different types of restaurants, there are many different ways a restaurant is owned and operated. The following list defines different operation and management styles:

Franchisee: Someone who owns and operates a franchise or brand name restaurant and provides much of the information needed for running the business (such as training and suppliers). The franchisee often has restrictions and guidelines for menus and promotions outlined by the franchises' corporate offices so there is uniformity across restaurants.

Manager: An employee of a restaurant who is in charge of a group of tasks. Tasks include hiring and firing of employees, ordering inventory, staff scheduling, event planning, customer service, marketing and advertising, bookkeeping and problem solving.

Operator: A restaurant owner or an individual who has the responsibilities of maintaining and running the business. A restaurant operator may also be the manager of a restaurant, but not always.

Restaurateur: A person who owns and manages a restaurant.

For a complete list of restaurant systems terminology, please see Appendix A.

A Restaurant's Obligations

Like all businesses, restaurants have an obligation to serve the customer and meet their bottom line. In most simplistic terms, the bottom line is the profit of a company. This is the net revenue—the amount made after expenses and taxes are paid. The bottom line is used to determine the financial strength of a company. Ultimately, a restaurateur tries to structure the business's operations to generate money and keep costs to a minimum.

It is important to understand that a restaurant and its operator have many responsibilities and costs. Costs include a range of items, such as labor, goods sold, marketing, occupancy, repairs and maintenance, or administrative costs. When developing your program and related strategies with your restaurant partner, keep in mind that the operator is often making tough decisions when balancing and determining spending for their business.



“Representing roughly 33 cents out of every dollar in restaurant sales, fluctuations in food costs have a significant impact on a restaurant’s bottom line.”

– National Restaurant Association Forecast, 2012



Restaurants highly value their customers, often basing their menus and meals on consumer trends and sales. If customers are not interested in an item or if a product isn’t selling, then a restaurant may remove it from their menu. Simply put, restaurants respond to consumer demand. When working with a restaurant, stay in tune with trend data and examine the importance of sales data. At the end of December for the upcoming year, the National Restaurant Association (NRA) provides their annual What’s Hot survey for the restaurant industry. The NRA also publishes the results of their Restaurant Performance Index relating to restaurant industry sales and growth throughout the year. For more information, please visit: www.restaurant.org/research

Trend data identifies patterns, or trends, within food purchasing and consumption.

Approaching a Restaurant

Part of working with restaurants is to understand what they hope to achieve as a business. As previously emphasized, restaurants have an agenda contingent on an array of factors. Do not approach a restaurant with your agenda without considering theirs.

Working with restaurants is a partnership. Consider outlined methods for partnering in the next step, “Step 3: Establishing Partnerships.” When approaching a restaurant, bring methods acquired from Steps 1-3 to the table.

STORY from the Field

Getting to Know You

For Patty Krug, Director of the Taylor County Health Department, obesity is a serious issue. In fact, it is so serious that the Taylor County Health Department partnered with the Wellness Coalition of Taylor County in order to work with restaurants to provide healthier options. Borrowing materials from their neighbors in Lincoln County, Taylor County kicked off Healthy Choices Taylor County. The program works with restaurants to help identify healthy menu options, some of which they may already offer, and increase options for the future.

Healthy Choices Taylor County initiated conversation with local restaurants by sending a letter asking if restaurants were interested in becoming a “Healthy Choice Restaurant.” The letter discussed the many benefits of being a “Healthy Choice Restaurant,” highlighting free marketing

Before going to a restaurant, know the restaurant's menu and style in order to apply your menu ideas to what they already sell. Being knowledgeable about a restaurant's menu shows restaurateurs you did your homework.

You may already have assessment data for restaurants in your community. Attempt to get to know your restaurants a little more personally. Consider the following questions:

- ▶ Is the restaurant well established and well known within the community?
- ▶ What is the restaurant's history?
- ▶ Is the restaurant an independent restaurant, or a multi-unit restaurant?
- ▶ What kind of menu does the restaurant offer?
- ▶ What are the characteristics of the restaurant's clientele?

Approaching an Operator

The operator of a restaurant is a very busy person. On a daily basis, they make sure restaurant operations are running smoothly. They often work very long hours and encounter the normal stresses that accompany working with employees and customers.

If you are planning on contacting an operator to discuss your program, keep in mind the following:

- ▶ Before calling an operator or stopping by their restaurant, write a letter informing them of your initiative. Follow up with a phone call.
- ▶ Operators are often preoccupied with running a business or dealing with employees. If you fail to reach an operator, try again.
- ▶ If you contact an operator, be flexible and accommodating regarding schedules and meeting times. Offer to come to their restaurant.
- ▶ Operator schedules are busiest during peak hours. Know when the restaurant is busy or slow. Try not to visit or call during major meal times.
- ▶ Operators prefer face-to-face meetings.
- ▶ Come to an operator fully prepared with topics of conversation. If you plan on having follow-up meetings, schedule them in person, preferably after a meeting.
- ▶ Ask the operator about any concerns or expected barriers.



— *Healthy People-Wellness Coalition of Taylor County*

tools offered such as advertising, promotional material, and window clings that promote restaurants making healthier choices.

Once restaurants voiced interest, Healthy Choices invested time in getting to know the recruited restaurants. The program assessed restaurants through a questionnaire to identify strengths on the menus as well as areas to improve. Examples of the questions included whether signage is used in the restaurant to promote healthier eating, or if fat free milk is a beverage option. Healthy Choices met with participating restaurant owners individually to discuss what the program entailed, the restaurant's role, and how menus would be addressed. By the end of the day, Healthy Choices' ability to get to know restaurants boosted the program's prominence within Taylor County. Today, Healthy Choices Taylor County works with 14 local restaurants.

STEP *three*

Establishing Partnerships

You now have an assessment of your community's access to healthier foods and beverages in local restaurants and knowledge of local restaurants in general. Using the tools you've acquired along the way, you can start establishing a partnership with a restaurant. This is an essential step toward improving both the quality of life and health of individuals within your community. As previously defined, a partnership is a collaborative relationship between entities to work toward shared objectives through a mutually agreed upon division of labor. Partnerships are the means by which we bring about practical and realistic solutions to problems in a community.

Establishing a partnership will take work. When you form a partnership with a restaurant, you are essentially starting a relationship. You are attempting to create a common understanding and objective. This involves the time, effort, compromise, and patience of both parties. Accordingly, it's wise to be strategic in your approach and planning.

Use methods highlighted in Steps 2 and 3 when bringing your ideas to the table. Give options the restaurant can choose from (Step 4) rather than only presenting one way of doing things.

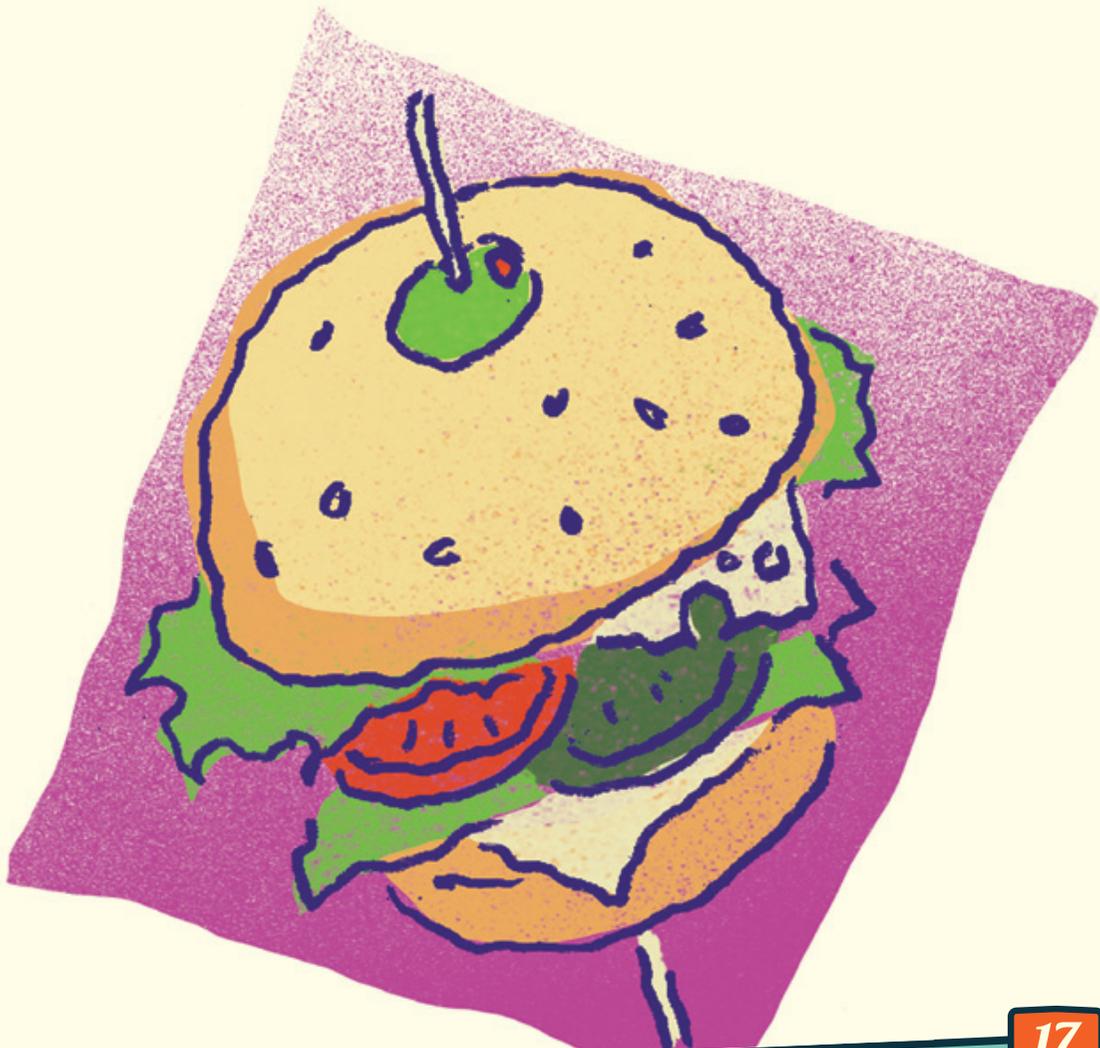
Being Strategic in Partnerships

It is important to remember when meeting potential partners that although you are an expert on your topic, you are not an expert on the restaurant business. Therefore, mindfully craft your ideas in a way that will appeal to both sides. You might have some ideas as to why a restaurant should offer healthier options on their menu; let's call them "old ideas." These "old ideas" could be public health oriented, such as how increased portion sizes contribute to obesity in the United States. This is important to emphasize and understand in the right context. However, when working with an operator of a restaurant, it is better to align your thoughts on healthier foods and beverages with their perspec-

tive. Remember, most operators are concerned with reaching their bottom line, responding to consumer demand, and fulfilling the needs of the customer.

Convert your “old ideas” to “new ideas” when establishing partnerships:

- ▶ First, come to an operator asking how you can be of help. Avoid making demands or excluding the operator from the program planning process. Involving them in the process is critical to getting their buy-in.
- ▶ Avoid going into a partnership by telling the operator how they should improve their menu. Remember, this is a two-way partnership. Ask operators if they would like to add more healthy options to the quality items they already offer.
- ▶ Work with what the restaurant is already doing. If the restaurant is already attempting to incorporate healthier menu items, try to build on their existing efforts. Offer your assistance in other ways, such as advertising or marketing menu items (See “Step 4: Developing Your Program”).





- ▶ Explain to restaurants that you are looking to give their customers healthy options. For instance, the operator could substitute a healthier side dish in place of a less healthy option for no additional charge, giving their customers better variety. Other examples are offering smaller portion sizes in addition to current sizes, allowing sharing of meals with no plate charge, offering to halve meals to place in take-away boxes, or offering skim milk.

STORY from the Field

A Restaurant Frame of Mind

When eatsmart! presented their program at a Wisconsin Restaurant Association local chapter meeting, they knew they had some convincing to do. “We can’t go into this with our public health hats on,” said Emily Dieringer, a health educator at the Winnebago County Health Department. Instead, eatsmart! marketed their program in order to incorporate the most important person, the customer.

“We just want to make the healthy option available to customers,” Dieringer told restaurant operators when discussing offering healthier menu items. At that meeting, three restaurants signed on to the eatsmart! pilot program.

The eatsmart! pilot project, coordinated in part by re:THINK and the Winnebago County Health Department, is a community-wide initiative that makes healthier options more available for customers at restaurants. The pilot began as a collaborative effort from local health experts in

 **eatsmart!** *Winnebago, Outagamie,
Calumet, and Green Lake Counties*

- ▶ Research and reference the consumer demand of nutritious foods such as fruits, vegetables, and whole-wheat items in restaurants. Show examples of success, particularly in sales, from incorporating these healthy items.
- ▶ Justify your partnership. What do you have to offer? For instance, a local coalition may offer in-kind assistance or free media and press through earned media. Talk about what your idea can do for their business.

“You have a two-minute span to sell your idea. If you don’t tell them how this is going to benefit their restaurant, it’s going to be a hard sell.”

— *Don Thompson,*
Red Mill Supper Club



— *Emily Dieringer, eatsmart,*
Winnebago County Health Department

the Fox River Valley region. Healthier options are highlighted with a “thumbs up” logo on menus, making it easier for customers to identify and choose healthier, great tasting food.

Within an 11-month period, eatsmart! had signed on eight restaurants. Dieringer likens their methods for making partnerships to dating. If it isn’t working or someone isn’t the right fit, then move on. “There are plenty of restaurants out there,” said Dieringer. Eventually you will find a restaurant that is “the right fit.” Thus, members of eatsmart! made connections as they went along. If a restaurant was not interested, they would ask if that particular operator knew of other operators or restaurants to approach in the area.

Moreover, eatsmart! was aware that once they had a restaurant’s attention, they had to sell their program quickly. The pilot was made easily accessible to restaurants through funding promotions and eatsmart! logos. The program respected the current menus and quality products of restaurants. They articulated the opportunity to enhance or highlight healthy options in their menus instead of telling restaurants what to put on their menus. Using these methods, eatsmart! met their goals as well as those of the restaurant.

The Apprehensive Restaurant

Sometimes a restaurant may be unsure about working with you or may not want to work with you at all. If you are frustrated or getting stuck, there are a few solutions.

1. If an operator is unwilling to work with you or says “No thanks,” don’t give up. Restaurant operators are very focused on their business and tend to concentrate on what’s already within their four walls. Look for other restaurants in your community (or a nearby community) that are willing to cooperate and work with you. Invest in your relationship with those first. Then, go back to the apprehensive operator and show them how your work is benefitting other restaurants. You may even highlight the competitive edge other restaurants have gained since working with you.

2. If a restaurant is unresponsive after you have made plans to work together, continue to follow up with them. Operators are busy people. Continue to make an effort where a partnership is desired. You may have to make a much bigger effort than the operators.

3. If you find yourself without a partner, use the connections you have already made. For instance, if an operator within your community has said “No thanks” to a partnership, find out why. Are there strategies you can tweak to realize the partnership and achieve your goals?



Keep in Mind

▶ The benefits of effective partnerships do not appear overnight. It is important to recognize this, particularly when you sit down with a restaurant to discuss ideas.

- ▶ A partnership involves the participation of both parties. Listen to the operators’ concerns and perspective. Use “new ideas” as conversation points.
- ▶ Partnerships are organic. This means that the relationship and ideas are likely to evolve in order to achieve goals. If the program ends up looking different from the one you intended, that is okay. Look back at your goals you developed in the beginning of the partnership and evaluate your plan’s potential to reach your desired outcome.
- ▶ A partnership with a restaurant is not the only type of partnering for your potential program. Key decision makers in your community, food coalitions, health advocates, health care systems, or other community organizations are viable potential partners to build a stronger base for your program. You’ll need these types of relationships to boost consumer demand for healthier foods and beverages, which ultimately helps the restaurant operator sell more of these items.

a Day in the Life of a Restaurateur



When Ada Thimke of Lara's Tortilla's Flats (Oshkosh, Wisconsin) was asked about her role as a restaurateur, she responded with, "I do everything. I even dish-wash sometimes! That's what it takes."

Being a restaurateur does not simply involve putting on an apron and heading to the kitchen. A restaurateur is an individual who owns and operates a restaurant. They often play many roles within the restaurant establishment. From starting cooking preparations at 8 a.m. to plowing the snow in order to keep customers safe, the restaurateur makes sure things are running and well organized, from morning till night.

To get a better idea of what restaurateurs do on a day-to-day basis, here are some typical tasks:

Training Staff: On a daily basis, restaurateurs make sure staff are fulfilling their duties. Restaurateurs have to train staff, discuss rules and safety regulations, and offer "suggestions" for improvement. Dale Leffel,

owner of Belvedere Supper Club (Marshfield, Wisconsin), said, "sometimes I'm really liked and sometimes I'm really hated," about supervising staff.

Ensuring Quality and Safety: It's extremely important for restaurateurs to ensure quality and safety to their customers, every day. On top of running a business and serving food, the restaurant as a facility should be clean and safe. There are many safety rules and regulations restaurants need to follow concerning food, staff, indoor space, and outdoor space.

Moreover, a restaurateur needs to maintain a hospitable atmosphere. "We try to make our customers feel at home and comfortable. That's what we hope to achieve," said Leffel. Restaurateurs play a part in assuring quality from the minute a customer walks in, sits down, and looks at a menu.

Jack of All Trades: In addition to assuring quality and training staff, a restaurateur plays several roles in a restaurant. Some daily tasks for a restaurateur include: checking emails (or the restaurant's Facebook page), making sure employees are showing up, receiving food shipments, helping with prep in the kitchen, answering phone calls, returning phone calls, taking inventory, making new orders, going to the bank, taking table reservations, making sure customers are satisfied, and much more!

Some days there are challenges and accidents. Coolers malfunction or an oven may not work properly. Snowy sidewalks need to be plowed and salted. A customer may have an allergic reaction or slip. The air conditioner may shut down on a hot summer day. As Ada puts it, "to me, a successful day is when I walk out of Lara's and say, 'okay, nothing drastic happened'."

Lunch Break

Before you take the actions to develop your program, pause and evaluate the previous steps you have worked on. Keep in mind the following tips:

- ▮ Look back at the work you have done so far for the implementation of your program. Try not to forget about or put aside valuable information you now have. Use it for the development of strategies. Align data and information on restaurants with the strategy that will work best. **Be practical** and start small. You will gain momentum as the partnership evolves.
- ▮ What resources do you have available to develop your program? For sustainability reasons, think about what is plausible for your program. Think of the following points:
 - How much money, time, and energy can we invest in the strategies?
 - What are the resources we currently have and how long do we have them?
 - How many staff do we have? How big is our program's team?
 - How will our efforts be sustained?
- ▮ Strategies outlined in the next section are more powerful when combined. For instance, a menu labeling initiative will work better when integrated with a community campaign or advertising healthier meal options.

BACK OF
the House

STEP *four*

Developing Your Program

Now that you've assessed your community and begun a partnership, it is time to look at strategies and best practices that have worked. This step outlines evidence-based strategies, potential partners in the community, implementation resources, and complimentary practices for your program. An additional section entitled "Distributors Help with Daily Dishes Too" illustrates how to partner and work with distributors.

When deciding which strategy will work best in your community and partnered restaurant, remember to take into account the following:

- ▶ There might be existing assets in your community. Identify what is already happening related to the food environment or potential partners in the health community.
- ▶ It's important to take into account the operator's needs and what strategies will work with their establishment. Some strategies might work better than others, according to the type of restaurant, staff, and community setting.

Considering these points will help you make a better decision about how to move forward.

Evidence-based Table

The strategies outlined within Order Up Healthy are evidence-based. The following evidence level tool is used to indicate the strength of the evidence surrounding each strategy.

Evidence Levels:

1 = Strategy is proven: Strong or sufficient evidence of effectiveness based on an adequate number of studies.

2 = Strategy is promising: Evidence is insufficient to determine if it works or not, but is moving in the direction of effective.

3 = Strategy is opinion: Evidence and expert consensus-based recommendations, guidelines or standards.

Evidence levels for Order Up Healthy strategies are designated in the Strategy Evidence Table.

Each strategy necessitates a different distribution of resources (i.e., money, time people, etc.). The strategies outlined in this step have been categorized accordingly (minimal = \$, medium = \$\$, or high resources = \$\$\$ needed).

STRATEGY EVIDENCE TABLE		
	EVIDENCE LEVEL	RESOURCE INTENSITY
FOCUS AREA POINT OF PURCHASE		
STRATEGY Menu Labeling	2	\$\$ to \$\$\$
STRATEGY Product Placement and Advertising	2	\$\$\$
FOCUS AREA PROMOTION		
STRATEGY Community Campaigns	1	\$ to \$\$
FOCUS AREA ACCESS		
STRATEGY Increased Availability, Variety & Convenience	2	\$ to \$\$\$
FOCUS AREA AFFORDABILITY		
STRATEGY Pricing	3	\$

The evidence base for restaurant strategies is ever evolving. Please consult the What Works for Health database at: <http://whatworksforhealth.wisc.edu>.

What Is My Role?

Public health practitioners, local coalitions, community organizations, and individuals working to promote health in restaurants have a mission to improve health outcomes. They play an important role in bringing together different local and statewide organizations. They harness resources from a unique

collective of organizations that are looking to improve health in communities through program planning and evaluation. By using resources efficiently, these individuals can utilize the following strategies for implementation within restaurants.



Point of Purchase

What is it?

Point of purchase (POP) influences consumers to purchase something targeted, particularly where purchases are made. When influencing consumers within restaurants, strategies such as menu labeling or signage that specify healthy food and beverage choices can be used.

Program Partners

- ▶ Printing and labeling agencies
- ▶ Student assistants (for in-kind help)
- ▶ Newspaper/local press
- ▶ Distributors
- ▶ Local representatives/key decision makers
- ▶ Registered dietitian/nutritionist

Implementation Resources

Smart Meal™ Wood County

<http://getactive.co.wood.wi.us/GetActiveCommunities/Restaurants.aspx>

Menu Labeling Requirements

www.fda.gov/Food/IngredientsPackagingLabeling/LabelingNutrition/ucm248732.htm

Improving the Food Environment through Nutrition Standards: A Guide for Government Procurement

http://cdc.gov/salt/pdfs/DHDSP_Procurement_Guide.pdf

USDA Dietary Guidelines

<https://www.dietaryguidelines.gov/>

CDC Health and Sustainability Guidelines

www.cdc.gov/chronicdisease/resources/guidelines/food-service-guidelines.htm

Healthy Dining Finder

www.healthydiningfinder.com/home

Healthy Dining Menu Guidelines

www.cdph.ca.gov/programs/cpns/Documents/Network-FV-WP-HealthyDiningMenuGuidelines.pdf

Yale Rudd Center for Food Policy and Obesity
www.yaleruddcenter.org

Local Government Partnering
<http://icma.org/en/icma/home>

Cornell University Food and Brand Lab
<http://foodpsychology.cornell.edu/index.html>

County Health Rankings & Roadmaps
www.countryhealthrankings.org

Strategy

Menu Labeling

Menu labeling is providing information to restaurant patrons regarding certain nutrition elements in different meal options.

What can I do with my restaurant operator?

- ▶ Offer assistance in helping restaurant operators evaluate the nutritional content of their recipes. Assistance can be in-kind help or financial. A type of assistance could be a qualified coalition member, such as a registered dietitian, who can conduct nutritional analysis of items on the menu.
- ▶ Work with the restaurant operator to enhance healthier menu items with visual cues. For example, green circles or heart labels can be used to indicate whether items are nutritious or heart health conscious.
- ▶ Work with operators to make nutritional content (such as calories, sodium, and sugar) available to customers, either through handouts or directly on the menu. This is where in-kind help may be useful.

In 2010, the U.S. Congress passed a national law requiring chain restaurants with 20 or more outlets to list calories on menus or menu boards. The Food and Drug Administration has proposed menu labeling recommendations. Here are some examples of the proposed menu labeling recommendations⁶:

- ▶ Disclose calories on all menus and menu boards, including menu boards at drive-through locations.
- ▶ Post the term “Calories” or “Cal” on menus and menu boards next to the number of calories for the food or beverage.
- ▶ List calories per item or per serving for self-service foods or foods on display (such as a salad bar) on a sign adjacent to the display.

⁶ U.S. Food and Drug Administration. Overview of FDA proposed labeling requirements for restaurants, similar retail food establishments and vending machines. U.S. Department of Health and Human Services; 2013. Available at www.fda.gov/Food/IngredientsPackagingLabeling/LabelingNutrition/ucm248732.htm

Learn how to speak to key decision makers in your community.
Visit <http://healthinpractice.org>

eatsmart! of Winnebago, Outgamie, Calumet, and Green Lake Counties partnered with ThedaCare, a health care provider in Wisconsin's Fox Valley. ThedaCare's registered dietitians analyzed fat, sugar, and salt content for eatsmart! menu items.

Strategy

Product Placement and Advertising

In this approach, restaurants feature an item to increase customers' exposure to it. In restaurant venues with self-service or counter sales, advertising and strategically placing foods in highly visible locations is one type of product placement. Signs are frequently used to highlight or promote the item.

Complementary Practices

- ▶ Provide information on menu labeling and discuss the requirements of the Federal Menu Labeling Law with key decision makers or restaurant owners in your community.
- ▶ Collaborate with stakeholders to develop voluntary statewide or local nutrition and portion size guidelines for meals served within Wisconsin restaurants.
- ▶ Work with the restaurant operator(s) to help raise community awareness about the Federal Menu Labeling Law.

What can I do with my restaurant operator?

- ▶ Using trend data as an incentive, ask operators to place healthier items, such as fruits, vegetables, skim milk, or 100% fruit juice in a highly visible location. Signage may be used to enhance the product or restaurant staff may suggest items to customers. This type of product placement is ideal within quick service or fast casual restaurants.

STORY from the Field

Getting Smart About Healthy Choices

Making the healthy choice the easy choice is the resounding mission of Get Active Wood County. To fulfill its mission, Get Active invested in many local prevention programs. One in particular was Smart Meal™ Wood County, funded by the CDC's initiative Communities Putting Prevention to Work grant, which highlights healthier options by labeling lower calorie, nutritious meals in participating restaurants. The exact requirements for menu items include: 700 calories or less, less than 23 grams of total fat, less than 8 grams of saturated fat, less than 0.5 grams of trans fat and less than 1500 mg of sodium, along with two or more servings of beans, whole grains, fruits, vegetables or a low-fat dairy.

In Wood County, about 10 percent of restaurants have implemented Smart Meal. In participating restaurants, the program uses point of purchase as a marketing technique. Each Smart Meal restaurant has a small fork logo throughout their menus to highlight a Smart Meal option for customers. Other point of purchase methods in restaurants include using small table tents, Smart

- ▶ Work with operators by offering in-kind help in creating displays for product placement. Restaurant operators and employees appreciate when you create materials for them, such as posters, menu inserts, and table tents.
- ▶ Encourage operators to offer a new item at a lower cost to generate interest and avoid potential waste. The sales of the item may be monitored in order to measure the success of a particular product placement.

Sustainability Tips

- ▶ To help sustain nutritional analysis to support menu labeling, consider connecting with a nearby university or college that has programs centered on dietetics or nutrition.
- ▶ Connect and partner with your local health system or hospital to access resources from a dietitian.
- ▶ Connect with public health students at nearby colleges or universities to assist in creating displays or table tents for advertising.

More suggestions for Product Placement and Advertising implementation resources can be found under "Community Campaigns".

Smart Meal™ Wood County partnered with dietetic students from UW-Stevens Point to do recipe analysis for restaurants using Smart Meal. Since completing a recipe analysis was a requirement for the student's degree, Smart Meal was able to offer this opportunity to participating restaurants with little cost.



— *Kristie Rauter*
Community Health Improvement Planner
Wood County Health Department

Meal window clings on the front door or windows, bulletin boards outlining Smart Meal requisites, and additional menu inserts that explain Smart Meal options in greater detail. Customers will know if a restaurant participates in Smart Meal and what the program is about before speaking to a waiter or waitress.

While the program continues to grow, Smart Meal Wood County has already successfully attracted a variety of restaurants in its community. Kristie Rauter, Community Health Improvement Planner for the Wood County Health Department, is proud of the unique and diverse group of restaurants using Smart Meal. "We've got our typical supper club folks, a Chinese restaurant, a Jamaican Kitchen...we're reaching different target populations through our diversity." The assortment of participants and popularity of the program reflects effective marketing and communication. Rauter was "...blown away from how many people know of Smart Meal in Wood County." By supporting participating restaurants and communicating with its population, Smart Meal Wood County has been successful in bringing healthier options to the community.



Promotion

What is it?

Promotion is publication or advertisement of a product. The following tools are ways to use promotion as a strategy.

Program Partners

- ▶ Printing and labeling agencies
- ▶ Student assistants (for in-kind help)
- ▶ Radio stations
- ▶ Newspaper/local press
- ▶ Local public television stations

Implementation Resources

Waupaca Eating Smart

<http://waupacaeatingsmart.wordpress.com>

Shape up Somerville Campaign

www.cdc.gov/pcd/issues/2009/jul/08_0165.htm

Awareness Day Resource

www.dosomething.org/actnow/actionguide/start-awareness-campaign-about-your-cause-your-school-or-neighborhood

Choose Health LA

www.choosehealthla.com/eat-healthy

New York City Department of Health and Mental Hygiene

www.nyc.gov/html/doh/html/living/eating-well.shtml

Healthier Hearts Initiative

www.bronxhealthreach.org/our-work/education-and-outreach/community-health-outreach-program

Healthier Dining Restaurant Program
www.rocklandsteps.org/healthier-food-choices

Arkansas Wellness Coalition
www.healthy.arkansas.gov/programsServices/chronicDisease/coalition/Pages/ArkansasWellness.aspx

North Carolina Winner's Circle
www.ncpreventionpartners.org/dnn/WhatWeDo/Programs/WinnersCircle/tabid/76/Default.aspx

CDC Social Marketing for Nutrition and Physical Activity web course
www.cdc.gov/nccdphp/dnpsa/socialmarketing/training/index.htm

National Restaurant Association Kids Live Well
www.restaurant.org/Industry-Impact/Food-Healthy-Living/Kids-LiveWell

National Restaurant Association Kids Recipe Challenge
www.restaurant.org/Industry-Impact/Food-Healthy-Living/Kids-Recipe-Challenge

Strategy

Community Campaigns

Community campaigns are composed of a group of individuals with a common goal or cause. The campaigns work beyond the scope of the individual restaurant program. They are directed by entities outside of restaurants, such as marketing via television and magazine ads, and encourage restaurant participation in order to offer and advertise their meal options.

What can I do with my restaurant operator?

- ▶ Offer resources that assist in the marketing of a community campaign. Resources include the distribution and production of news media, communication or promotional announcements in restaurants or in newsprint, and advertisements. Restaurants may have more success with a branded logo or catch phrase.

"People are so conscious of eating right and reading labels. Times have changed. People were not doing this ten years ago. Today, people are educated on what to look for and what not to look for on menus. We use Smart Meal. It's a great program, well planned, well thought out, has good options. It changes and is pretty flexible."

— Dale Leffel,
Belvedere
Supper Club



- ▶ Talk with restaurants interested in participating in a community campaign regarding what advertising or marketing they are already using. You may be able to leverage any media or marketing they are already working on.
- ▶ Work with operators and their restaurants to develop a loyalty program that rewards customers who purchase healthier foods and beverages through incentives such as specials.
- ▶ Discuss with operators the benefits of establishing a healthy meal campaign. Be sure to highlight that their restaurant will benefit from free promotion and a nutrition analysis of the restaurant's menu.
- ▶ Create a social marketing campaign to complement a community campaign. Social marketing campaigns emphasize the selling of ideas, attitudes, and behaviors to consumers.

What can I do with my chamber of commerce?

Discuss some of the benefits of establishing a community campaign. Marketing local restaurants that get involved in a community campaign helps:

- ▶ Build customer loyalty and may lead to an increase in sales of healthier menu items.
- ▶ Reach many people with few resources (cost effective and efficient).
- ▶ Reach people outside the restaurant's normal customer base. For example, the option of healthier menu items may attract new customers.
- ▶ Sales data is a useful tool for determining impacts for your program. Be aware that it might be difficult to obtain or altogether unavailable.

STORY from the Field

Promoting 101 with Waupaca Eating Smart

When asked about partnering with restaurants, Waupaca County Nutrition and Activity Coalition's (NuAct) coordinator, Bev Hall, simply said, "put a face to a name." This was one of the coalition's approaches when working on the community campaign Waupaca Eating Smart (WES). WES helps restaurants and stores make it easier for consumers to order a healthier meal or buy healthier foods. NuAct transformed their idea of a community campaign promoting healthier options into a reality. The program had three components: offer healthy options on restaurant menus as defined by WES nutrition criteria, highlight these options for customers in the restaurant, and promote WES in the community. Each of these efforts was implemented by the steps outlined in this toolkit. For example, NuAct surveyed local restaurant patrons and management to ensure they were developing a successful program.

When WES began partnering with restaurants, they quickly realized the importance of the initial in-person meetings and verbal contacts. "Face to face contacts are so important," said Bev, "Restaurant owners and managers are so busy and they need to know that this is worth your time."

Complementary Practices

- ▶ Establish a local resolution for an awareness day dedicated to healthy food and drinking water promotion.
- ▶ Talk to local key decision makers on ways to allocate funds for advertisement of healthy foods and beverages in your community.
- ▶ Encourage marketing of more nutritious children's menus in partnering restaurants if it appeals to customers. Children's educational placemats may be placed at tables to encourage healthier eating.
- ▶ Create a good relationship with the local newspaper or radio station in your community. Good media coverage can support a small community campaign in a big way.
- ▶ Meet with the editorial board of your local newspaper to see if they'd be interested in discussing the topic of healthier foods and beverages in restaurants.
- ▶ Create a slogan or eye-catching logo for your campaign to help customers remember your program.
- ▶ Partner with a university or college near you to see if there are any marketing students or classes looking to take on a project.
- ▶ Check with local marketing firms to see if they'd be willing to donate in-kind time to help develop promotional material.

Sustainability Tips

- ▶ Partner with your local or state health department to establish and promote your campaign.



— Bev Hall,
Waupaca Eating Smart

WES's determination, tireless efforts to communicate, and valuable connections landed them a partnership with franchise restaurant Culvers.

While establishing partnerships, WES made promotion and marketing materials for the restaurants and offered them incentives for participating in the program. "That was a good hook for them," said Bev. As WES pitched their ideas, they outlined promotion strategies only available to WES restaurants, such as advertising on Facebook or in the local newspaper. WES recruited a well-known local figure, Jim King, to promote WES. Jim was hired to order a healthy option off the menu of participating WES restaurants and write about his experience in a newspaper series called "Where's Jim Eating." Jim wrote about how easy it was to find healthy WES items on a menu and how delicious WES meals are. Soon Bev would hear restaurants not participating in WES ask, "how come we're not included in your WES project?"

Today, WES works with eight restaurants in Waupaca, WI. NuAct was successful in maintaining their program by offering participating restaurants free promotion and fostering strong partnerships with restaurant management.



Access

What is it?

Access aims to increase the availability of quality and healthy foods and beverages on restaurant menus.

Program Partners

- ▶ Distributors
- ▶ Local farmers
- ▶ Farmers' Markets
- ▶ Registered dietitian/nutritionist

Implementation Resources

Healthy Lifestyles Marshfield
www.marshfieldhealthylifestyles.org

Buy Local, Buy Wisconsin (Wisconsin Department of Agriculture, Trade and Consumer Protection)
http://datcp.wi.gov/Business/Buy_Local_Buy_Wisconsin/index.aspx

Choose Health LA
www.choosehealthla.com/eat-healthy

The CDC Guide to Strategies to Increase the Consumption of Fruits and Vegetables
www.cdc.gov/obesity/downloads/FandV_2011_WEB_TAG508.pdf

Got Access? A Guide for Improving Fruit & Vegetable Access in Wisconsin Communities
www.dhs.wisconsin.gov/publications/p0/p00341.pdf

Strategy

Wisconsin Nutrition, Physical Activity
& Obesity State Plan

www.dhs.wisconsin.gov/publications/P0/p00507.pdf

New York City Department of Health and
Mental Hygiene

www.nyc.gov/html/doh/html/living/eating-well.shtml

United States Department of Agriculture
- Farmers' Markets Website

www.ams.usda.gov/AMSV1.0/FARMERSMARKETS

Understanding Healthy Procurement

[http://changelabsolutions.org/publications/
healthy-procurement](http://changelabsolutions.org/publications/healthy-procurement)

UC Small Farm Program

[http://sfp.ucdavis.edu/pubs/SFNews/archives/
92072](http://sfp.ucdavis.edu/pubs/SFNews/archives/92072)

NC State/Farming-Marketing to Restaurants

[http://growingsmallfarms.ces.ncsu.edu/
growingsmallfarms-marketingrestaurants](http://growingsmallfarms.ces.ncsu.edu/growingsmallfarms-marketingrestaurants)

Fruits & Veggies More Matters

www.fruitsandveggiesmorematters.org

Increased Availability, Variety, and Convenience

This strategy works to increase the access to healthier options while decreasing the selection of less healthy options. The first step is to identify healthy options on the menu, and the second step is to identify candidate options on the menu around which you can discuss alternate preparation methods with your restaurant operator. Feel free to ask your restaurant operator if there is an item they are interested in making healthier—you may be pleasantly surprised at what they say!

What can I do with my restaurant operator?

- ▶ Offer to help an operator assess their menu's nutritional content if a restaurant is eager to increase the selection of healthy options on its menu. Hire a dietitian or nutritionist to assess the nutritional content of recipes, offer substitutions, or reformulate meals to improve selection of healthy options.
- ▶ Propose that the healthier option be the default option, such as skim milk as default choice in kids' meals.
- ▶ Propose drinking water always be available (preferably at no cost) at mealtimes. For example, water dispensers could be available and visible to customers at mealtimes.
- ▶ Offer additional fruit and vegetable side dishes or allow substitutions for less healthy sides at no additional cost.





STORY from the Field

Healthy Lifestyles: The Convener

Since 2001, Healthy Lifestyles-Marshfield Area Coalition has had a goal to improve the quality of life and reduce the incidence of lifestyle-related disease by promoting healthy eating and active living. Striving to attain its goal, Healthy Lifestyles has collaborated with businesses, schools, and its residents to prevent obesity within the Marshfield area and around Wisconsin.

Serving as a perfect example of successful teamwork, an innovative "Farm to Table" event was hosted by Healthy Lifestyles-Marshfield Area Coalition. In order to get healthier, more locally-sourced items on area menus, the coalition introduced Marshfield farmers and restaurant owners to each other. "It was a meet and greet," said Healthy Lifestyles Prevention Specialist Kayleen Moll describing the rendezvous. Fifteen farmers and seven local restaurants participated in the event. Each farmer brought a range of products from their respective farm, which were available to restaurants for purchase. The restaurants sampled the farmers' products and remarkably, by the end of the day, all seven restaurants agreed to purchase local produce.

Complementary Practices

- ▶ Use examples of other programs or communities to implement reductions of sugar or sodium in meals.
- ▶ Work with local key decision makers to provide incentives or reduce barriers for farmers to sell to restaurants.
- ▶ Learn good handling practices for produce to avoid spoiling. For tips, visit: www.iatp.org/files/Produce_Handling_Guide_IATP%20_June_2010.pdf
- ▶ Partner with local health systems that have access to dietitians. Dietitians can assist with healthy menu planning for your program.
- ▶ Collaborate with a restaurant operator to create an alternative/additional drop date for produce.

Sustainability Tips

- ▶ Apply for a Wisconsin specialty crop block grant from the Department of Agriculture, Trade and Consumer Protection. Funding for specialty crops, such as fruits and vegetables is available. For more information or to apply, visit: http://datcp.wi.gov/business/grants_and_financial_aid/Specialty_Crops_Grants/index.aspx
- ▶ Use more frozen fruits and vegetables to avoid spoiling or perishability.
- ▶ Talk to chefs or culinary schools to incorporate more fruits and vegetables into current menu items.



— Kayleen Moll,
Healthy Lifestyles Prevention Specialist
Marshfield Area Coalition

The “Farm to Table” event provides a great example of how a coalition can play the role of convener. For the event, Healthy Lifestyles booked the venue, invited farmers and restaurants, and allowed for networking among farmers and restaurants with open communication between diverse facets of the food environment. For instance, restaurant owners took advantage of their chance to speak directly to the farmers, voicing concerns such as, “are local foods going to be clean enough for us to serve in our restaurants?” Because the coalition planned the event as an open forum, attendees embraced the opportunity to dialogue. Healthy Lifestyles increased the restaurants’ access to healthy, local items by serving as the dedicated, strategically-minded convener. In turn, community residents have increased access to healthy and locally sourced foods.



Affordability

What is it?

Affordability can be obtained by subsidizing the cost of healthier foods or increasing the price of unhealthy foods.

USDA Grant Information

www.csrees.usda.gov/fo/funding.cfm

USDA Team Nutrition Training Grants

<http://teamnutrition.usda.gov/grants.html>

The Grantsmanship Center

www.tgci.com

Program Partners

- ▶ Health care centers
- ▶ Local health departments
- ▶ Food security coalition

Implementation Resources

Grant resources are helpful for supplementing the costs/pricing of healthier foods.

Grants.gov

www.grants.gov

Bell Institute for Health and Nutrition

www.bellinstitute.com/Grants_And_Awards.aspx



Pricing

Price adjustments make healthier foods and beverages more affordable. The aim for this strategy is to make less healthy foods and beverages the less attractive option through pricing. This strategy is more feasible when coupled with a community campaign.

This strategy can be challenging since many restaurants have very narrow profit margins and their menu items are priced according to particular expenses. For instance, according to the Wisconsin Restaurant Association (WRA), restaurants' net

income before taxes averages between about 3 and 9 percent⁷. Additionally, labor costs for restaurants range from 28 to 38 percent of total restaurant sales. With low profit margins, the WRA warns, “it may only take a small increase in costs to wipe out a restaurant’s bottom line⁸.” An operator might be reluctant to take on pricing as a strategy, since it has the potential to hurt the restaurant’s bottom line. Furthermore, pricing strategies are not typically sustainable.

Conversely, the USDA’s report on *The Effect of Food and Beverage Prices on Children’s Weights* states that “lower prices for some healthier foods, such as low-fat milk and dark green vegetables, are associated with decreases in children’s BMI⁹.” For this strategy in particular, the evidence supports pricing in relation to purchasing behavior; however, pricing is a less realistic strategy for a restaurant to implement. If your program has available funding for this strategy, offer assistance to operators, or partner with local health departments, public health coalitions, or health care centers that might offer access to more funding or grant opportunities.

What can I do with my restaurant operator?

- ▶ Discuss with your operator ways to issue discount coupons for menu items or side dishes that are rich in fruits and vegetables.
- ▶ Work as a team with your restaurant operator to boost sales of healthy menu items through promotion (healthy items already couponed should be targeted).

7 Wisconsin Restaurant Association. Industry Statistics and Trends. Available at www.wirestaurant.org/info/statistics.php, Accessed February 8, 2013.

8 Wisconsin Restaurant Association. Industry Statistics and Trends. Available at www.wirestaurant.org/info/statistics.php, Accessed February 8, 2013.

9 Wendt, M. and Todd, J. *The Effect of Food and Beverage Prices on Children’s Weights*. USDA Report Summary. Available at www.ers.usda.gov/publications/err-economic-research-report/err118.aspx, Accessed February 8, 2013.

- ▶ Propose that drinking water be free and available at all meal times.
- ▶ Propose that the price of beverages such as skim milk be no higher than the price of other beverage options.
- ▶ Charge customers for beverage refills.

Complementary Practices

- ▶ Offer available program funding to subsidize the healthier options within a menu. This makes the healthier option more affordable to customers.

Sustainability Tips

- ▶ Improve monitoring and evaluation of healthier menu item sales. If sales increase, this may be an incentive for a restaurateur to maintain an item.
- ▶ To fuel upfront costs of couponing or discounts, apply for grants or partner with larger organizations, such as health care centers. Outside funding allows restaurateurs the freedom to experiment with different pricing structures.

Another type of strategy is lowering the price of healthier items to attract consumer purchasing. Note that pricing can be a complex strategy to achieve due to the many components that go into configuring the price of any given menu item. For instance, food costs and labor are some of the components that may determine a price.

Additional Strategies

The following strategies may be used in combination with the previously described strategies.

Strategy

Establish a community-wide infrastructure to better connect farmers to restaurateurs

The desire for local foods is up in consumer trend data. Connecting restaurant operators and chefs with local growers and producers can benefit both parties. Be the liaison between farmers and operators. Encourage the use of local foods and create your own “farm to table” event. It can also be helpful to connect farmers with restaurants that maintain a specific percentage of fresh produce in their stock.

For a list of current menu trends, such as locally sourced foods, visit:

www.restaurant.org/News-Research/Research/What-s-Hot

For an overview of how to get farmers to “farm to table” events, visit:

www.extension.iastate.edu/Publications/PM1853B.pdf

Strategy

Reduce plate size in restaurants

Some studies suggest that people serve themselves in proportion to the size of the plate they are using. Talking with your operator about the Small Plate Movement might help consumers reduce portion sizes. The Small Plate Movement is a nationwide campaign that aims to reduce the amount of food individuals consume by changing the size of their plates. This approach can be challenging, as it may require restaurants to make a very large investment in new dishware.

For more information and resources visit:

<http://smallplatemovement.org>

A similar strategy is to offer consumers the option of boxing half of their meal to take home prior to receiving their order. You may add the option on the menu.



*"As restaurants we like to say
we buy locally. But make it
economic and feasible..."*

— Don Thompson, Red Mill Supper Club



Distributors Help with *Daily Dishes too*

Food Distributors play a big role in helping restaurants increase access to healthier foods and beverages. When working with restaurants, be sure to ask where raw ingredients or food products are bought and how often they order and receive food from a food distributor. Any given restaurant could buy product from one or more distributors. If an operator makes a menu change, they will need to be assured they can rely on their distributor to consistently stock the new product.

Additionally, if you are working with a restaurant to add a fruit or vegetable side dish, you will need to consider the perishability of the produce. Because food distributors often deal with handling produce, they can quote what types of produce can be delivered to a specific place in a certain amount of time. One thing to consider is how often a restaurant receives orders from a distributor, as this might influence what foods a restaurant can buy and adequately store. For example, a restaurant might not have to pay a delivery fee if their order is over a certain amount. However, if a restaurant needs items that are highly perishable, the delivery truck might need to make another stop during the week. This extra "drop" can lead to additional costs. If there is need for an extra drop, see if the restaurant can negotiate reducing this cost with the distributor.

While working with the restaurateur, ask distributors:

- ▶ To provide a list of healthier options. Use current research on food trends from local, state, and national media sources to demonstrate a demand for healthier options.
- ▶ To offset the increased deliveries at no or minimal cost to the restaurant in exchange for increased restaurant demand for the distributor's products.
- ▶ To provide free samples of a healthy food product or ingredient so that a restaurant operator can experiment with a menu item or offer tastings to patrons (in order to push a new product or menu item).
- ▶ To provide nutrition information on the products sold to the restaurant operators.



STEP *five*

Evaluating and Sustaining Your Program

Evaluating Your Program

It is imperative to evaluate your work! Evaluation is the process of gathering data, examining it, and determining if your program has effectively reached your objectives or fulfilled activity goals. Also, evaluation is important for future funding. Once you have selected strategies to implement for your program (Step 4), remember to choose and collect evaluation measures throughout your program's completion. If your evaluation shows positive impacts, you may want to consider adding additional strategies to your program or expanding it to more restaurants. If your evaluation shows no improvement or mixed results, adjust or reconsider your current strategy. Your evaluation also gives important feedback for the restaurateur! Make sure to share and discuss the results of your evaluation with them.

Step 1 outlines several assessment ideas that you can also use as mid-point or post-evaluation tools. Refer back to these tools and consider a mix of both

qualitative and quantitative evaluation measures. For example, you might want to consider repeating NEMS-R (Nutrition Environment Measures Survey in Restaurants) that gives quantitative scores paired with qualitative customer intercept interviews.

Evaluation is a key component of sustainability. It's essential to analyze whether or not your program is successful in its efforts.

Sustaining Your Program

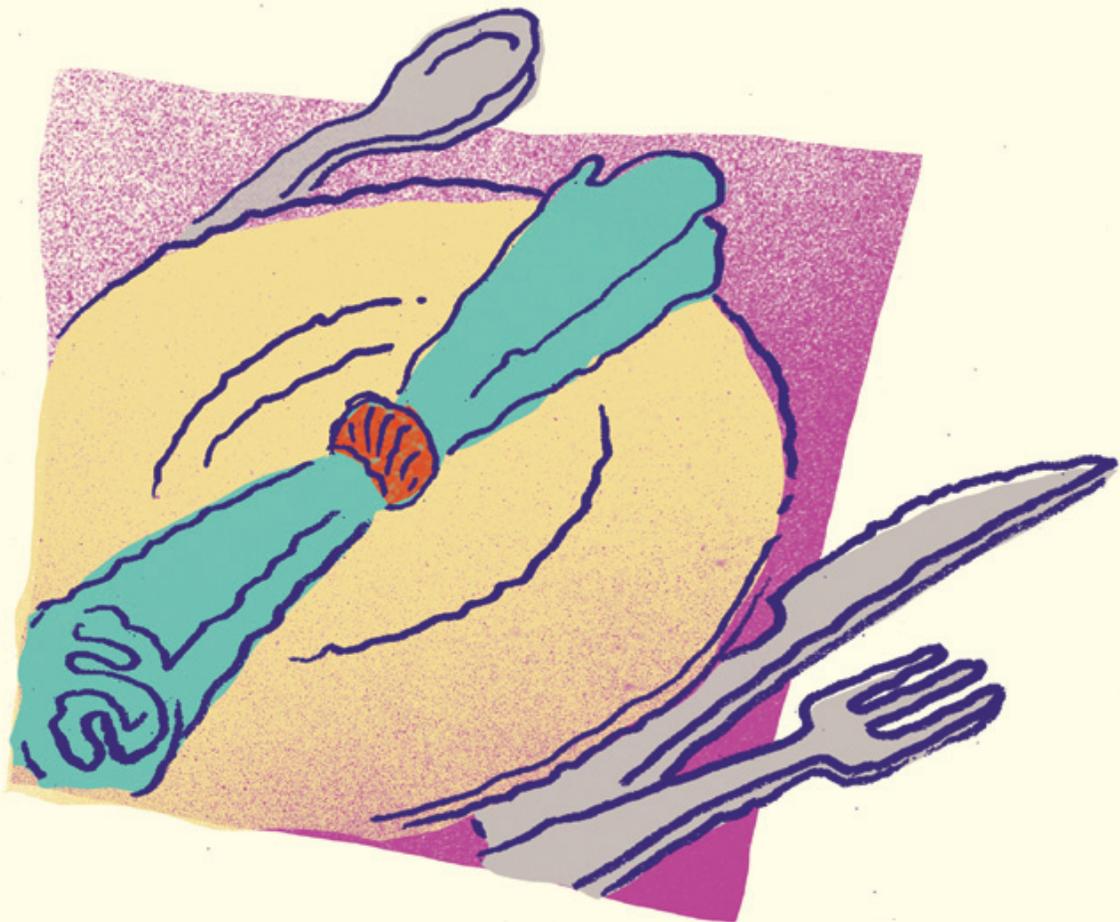
Equally important to evaluating your program is sustaining your program. As your program becomes more established, it is necessary to plan for its prolonged sustainability. Sustainability is the capacity to endure and the long-term duty of responsibility. If you are working towards strategies that alter the availability or selection of healthier options, you will have to maintain your program to keep it running. For instance, offering

healthier menu options could require continuing a community campaign, keeping the operator on board, and evaluating sales and success of added meal options.

As you create and develop your program, consider the following questions related to longevity:

- ▶ What are my current resources?
- ▶ How can my current resources be directed towards strategies and partnerships?

This step is among the most challenging to put into practice! It involves maintaining your program's momentum and partners' interest. Use the following section to serve as a guide for sustainability and tool for solving common challenges.



Partnering for Sustainability

Realize the potential of establishing partnerships with health departments, health care systems, or colleges or universities near you. Funding, grant opportunities, in-kind media, free promotion, and student volunteers are some of the benefits of these types of partnerships. If you invest in programs, projects, or people, they are more likely to be willing to invest in you. In addition, help establish relationships between your partners, such as operators and local farmers.

The Roadmap for City Food Sector Innovation and Investment provides cities with guidance for developing a local foods investment strategy and selecting the best investment opportunities to create new jobs and strengthen local businesses while increasing a community's access to healthy, local and sustainably grown foods.

For more information on the Roadmap, visit:
<http://wallacecenter.org/our-work/Resource-Library/wallace-publications/Roadmap%20for%20City%20Food%20Sector%20Innovation%20and%20Investment.pdf>

Keys to Success for Sustainability

Note the following keys to success designed to create better outcomes and sustainability of your program:

- ▶ As much as possible, support the same staff throughout the program to establish and maintain strong relationships with restaurant owners and community members.
- ▶ Be flexible when working with restaurant operators to meet their needs (i.e., the placement of materials and time/location of activities, or the provision of nutritional analysis preparation strategies).
- ▶ Maintain the increased availability of promoted menu items. Consumer demand for promoted products will lead to better sales, that will, in turn, motivate restaurant operators to try to stock other healthy foods. The maintenance of initial stocks, which can be monitored by conducting random visits throughout the program, is key to program sustainability. (Note: Be sure to cast this activity as a positive experience for the restaurant and not like a health department inspection. It can be an opportunity to assess gains the restaurant and its management have made!)
- ▶ Locate natural allies. Natural allies are people who already work in the restaurant business, public health, agriculture, planning, or economic development arena, especially people who might have worked on previous food access efforts.

¹⁰ San Francisco Planning Department. Roadmap for city food sector innovation and investment. City and County of San Francisco; 2013. Available at www.sf-planning.org/index.aspx?page=3540



Challenges for Sustainability and Ways to Get Around Them

Note the following points as possible challenges for sustainability:

- ▶ Intervention strategies must adapt to specific types of restaurants depending on size, layout, and how operators decide to sell menu items.

Solution: Work very closely with your restaurateur to find the best strategies for them.

- ▶ Some restaurant operators are hesitant to risk any decrease to sales.

Solution: Apply for funding to assist with supplementing costs. This allows the restaurant to try new strategies during a piloting period.

- ▶ Distributors may be unwilling to regularly deliver fresh foods, given the low demand (and subsequent high cost per delivery).

Solution: Use less perishable items or more frozen fruits and vegetables that can be stored longer. Work out a cost effective charge if multiple deliveries are needed. The restaurateur can also investigate how orders may be placed differently to avoid additional delivery charges.

THE
Appendix

Appendix A

Terminology

The following glossary is a set of words and phrases commonly used within the restaurant industry

Back of the House

The area in which food is stored and prepared, typically including other staff areas such as a break room and changing area. Access to the back of the house is usually exclusive to staff.

Butts in Seats

A slang phrase that refers to attracting customers to an establishment or the number of customers in a restaurant at one given time.

Café

A type of casual dining restaurant, sometimes interchangeable with the word “bistro”, that typically has a limited menu.

Casual Dining

A restaurant providing tableside service in a casual, relaxed atmosphere. Menu prices are moderate and dress is informal.

Chain Restaurant

An establishment within a business model of multiple locations that is owned by a parent company. Each unit presents a similar brand and image. Units may be owned by the parent company or a franchisee.

Chef de Cuisine

A chef who supervises food production in a foodservice operation. They are, in essence, the chef with authority to make final decisions relating to culinary operations. (CCC® stands for Certified Chef de Cuisine®)

Co-Branding

Also known as “brand partnership,” this is where two or more partners each contribute to a product or service to create an offering that neither could develop as effectively on their own. For example, two brand name restaurants that operate in the same retail space or a restaurant developing a signature food product using a well-known brand ingredient.

Cost of Goods

Daily, weekly, monthly or yearly dollar amount of all inventoried items that have been used in the restaurant.

Cross-Contamination

Problem when bacteria or chemicals from one product are allowed to come in contact with another product.

Executive Chef

A chef who is the department head usually responsible for all culinary units in a restaurant, hotel, club, hospital or foodservice establishment, or the owner of a food service operation. In addition to all culinary responsibilities, other duties include budget preparation, payroll, maintenance, controlling food costs and maintaining financial and inventory records. (CEC® stands for Certified Executive Chef®)

Family-style Dining

A type of casual dining where food is often served on platters in large portions and the diners serve themselves.

Fast Casual

A restaurant that does not offer full table service, but promises a higher quality of food and atmosphere than a quick service restaurant (see quick service).

Appendix A

Terminology *continued*

FIFO

An acronym for “first in, first out.” Rotating and using products according to date of expiration or when they were received.

Fine Dining

A full service restaurant with specific dedicated meal courses. Décor of such restaurants feature higher-quality materials, with an eye toward “atmosphere.” Wait staff are highly trained and food presentation is visually appealing.

Food Broker

A person or company that helps a food manufacturer market its products through the foodservice distribution system, which ranges from getting items stocked at the distributor to working with operators to purchase items from the distributor.

Food Distributor

An intermediary between food manufacturers and the foodservice operator that procures bulk inventory quantities to be broken down to case and sometimes unit quantities for the foodservice operator.

Food Manufacturer

A small local or national food processing company.

Franchise Restaurant

An establishment that uses a parent firm’s successful business model and is independently owned and operated by an individual restaurateur, or franchisee.

Franchising

The decision to market your business, services or goods for a fee or a percent of the gross sales. Restaurants can draw up a franchise agreement allowing others to use their name, advertising, expertise and concept for a fee.

Franchisee

Someone who owns and operates a franchise or brand name restaurant and provides much of the information needed for running the business (such as training and suppliers). The franchisee often has restrictions and guidelines for menus and promotions outlined by the franchises’ corporate offices so there is uniformity across restaurants.

Front of the House

The part of a restaurant for customers. These areas include the entry area, host station, public bathrooms, dining area, and banquet facilities.

Full Service

An establishment where customers are seated at a table, receive server attention throughout the dining experience and typically pay at the end of the meal.

Goodwill

An intangible asset that represents the positive reputation and feelings built up with customers or the excess of the purchase price of a business over its book value.

Hold Time

The amount of time after a product is prepared before product quality deteriorates below serving standards.

Manager

An employee of a restaurant who is in charge of a group of tasks. Tasks include hiring and firing of employees, ordering inventory, staff scheduling, event planning, customer service, marketing and advertising, bookkeeping and problem solving.

Multi-Unit Restaurant

A chain restaurant, owned by the same person or entity. Units can have similar or different brands and concepts.

Neighborhood Marketing

Marketing your store in your actual neighborhood (distributing flyers on car windshields, donating food to businesses, working with community based organizations, etc.). Can also be referred to as street-level marketing.

Operator

A restaurant owner or an individual who has the responsibilities of maintaining and running the business. A restaurant operator may also be the manager of a restaurant, but not always.

Overhead

Added factors in costing out menu products to ensure profit including electricity costs, paper products, employee salaries and any additional costs that may be relevant in serving an item.

Point of Sale (POS) Systems

An electronic method to place and track orders and inventory, as well as complete customer payments.

Pub

A casual dining restaurant that serves alcohol and food, ranging from appetizers to a full menu, in a distinctive laid back atmosphere. Pubs that concentrate on higher quality food are sometimes termed gastropubs. Brewpubs are those that brew their own beer in-house.

Quick Service

A Quick Service Restaurant (QSR) emphasizes speed of service. Food is typically served on disposables. QSRs are often referred to as fast food restaurants.

Restaurateur

A person who owns and manages a restaurant.

Server

The preferred term for waiter or waitress.

Shelf Life

The amount of time in storage that a product can maintain quality, freshness and edibility.

Sous Chef

A chef who supervises a shift or station(s) in a foodservice operation. Equivalent job titles include banquet chef, garde manager, and first cook. (CSCTM stands for Certified Sous Chef™)

Table Turns

The number of times a table in a restaurant is used to serve a new customer.

Traffic Counts

Surveys of actual foot traffic or motor traffic passing through your restaurant.

Upsell

To suggest a higher priced item for sale to customers.

Waste Factor

A percentage added to food costs to account for waste or loss.

Appendix B

Waupaca Eating Smart Formative Assessment Patron Survey

restaurants

1. In the past 30 days, think about the restaurants you have eaten at the most often. *Check your top 3.*
 - Chain O Lakes Bar & Grill
 - Chef Chu's Chinese Restaurant
 - Chez Marche Cafe
 - China House
 - The Clubhouse
 - Country Inn Bar & Restaurant
 - Cronies
 - Crystal Lounge
 - Culver's
 - Diane's Restaurant
 - JR's Sportsmans Bar
 - King's Table
 - Merrimac
 - Rustic Woods Campground
 - Schueller's Great ExSpechtations
 - Secret Garden Cafe
 - Simpson's
 - Sisters Fine Deli
 - TW Martin's Public House
 - Three Squares Restaurant
 - Waupaca Ale House
 - Waupaca Bowl
 - Waupaca Dairy Queen
 - Waupaca Woods Restaurant
 - Weasels
 - Wheelhouse
2. What influences your decision to visit a particular restaurant? *Check your top 3 three reasons.*
 - Flavor
 - Value
 - Portion size
 - Entertainment
 - Beverages available
 - Family friendly
 - Time savings
 - Healthy options
 - Other _____
3. How do you decide what you order for yourself? *Check your top 3 reasons.*
 - Flavor
 - Value
 - Portion size
 - Whether or not I am celebrating
 - How healthy it is
 - Other _____
4. How satisfied are you with the selection of fruit and vegetable choices available at the local restaurants you visit most often? *Check one answer, and if you want, explain why you chose it.*
 - Not at all
 - A little bit
 - Some
 - Quite a bit
 - A great deal

5. If you have kids, how do you decide what you order for your children? *Check your top 3 reasons.*

- Flavor
- Whether or not we are celebrating
- Value
- How healthy it is
- Portion size
- Other_____

7. How do you feel about portion sizes at the local restaurants you visit most often? *Check one answer, and if you want, explain why you chose it.*

- Too big
- Too small
- About right
- Don't notice
- Other_____

9. In a usual month, how much money does your family spend on food/non-alcoholic drinks at restaurants? \$_____

Thank you for completing our survey!

6. How satisfied are you with the selection of fruit and vegetable choices available for kids at the local restaurants you visit most often? *Check one answer, and if you want, explain why you chose it.*

- Not at all
- A little bit
- Some
- Quite a bit
- A great deal

8. If more restaurants marked fresh or healthy items on their menus and promoted these items, how likely would you be to order these? *Check one answer, and if you want, explain why you chose it.*

- Not at all
- A little bit
- Some
- Quite a bit
- A great deal

Appendix C

KW2 Sample Patron Focus Group Questions



- Q1 How would you describe how often you eat out?
- Q2 What are the biggest factors for why you choose to eat out?
- Q3 What types of restaurants do you visit most often?
- Q4 What influences your decision to visit a particular restaurant?
- Q5 Are there certain restaurants you will not go to?
- Q6 How do you determine what to order?
- Q7 How important is healthy eating to you?
- Q8 Do you look for nutritional information before you go out or when you get to the restaurant?
- Q9 If a restaurant had readily-available nutrition information, would you be more likely to go there?
- Q10 Do you think restaurants should be required to post nutrition information on the menu?
- Q11 How do you feel about portion sizes at restaurants?
 - Q11a Do you ever split entrees?
 - Q11b Do the restaurants you usually visit have adequate options for portion sizes?
 - Q11c Are you likely to finish everything you order?
- Q12 What are some examples of healthy foods you eat at restaurants?
- Q13 Are there other healthy entrees or sides that you'd like to order at more restaurants?
- Q14 How often and in what circumstances do you order a healthy side if given a choice?
- Q15 How does the food you typically order at restaurants compare to the type of meals you prepare at home?
- Q16 Do you monitor the types of food your children eat at restaurants?

Acknowledgements

AUTHORS

Sahra Ahmed Kahin, MA, MPH, is a Fellow for the Program Development & Evaluation Branch of the Division of Nutrition, Physical Activity, and Obesity at the Centers for Disease Control and Prevention in Atlanta, GA. She was formerly a graduate student at the University of Wisconsin-Madison in the Department of Population Health Sciences.

Amy Meinen, MPH, RD, CD, is the Director of the Wisconsin Obesity Prevention Network located at the University of Wisconsin-Madison Collaborative Center for Health Equity. She was formerly the Nutrition Coordinator for the Wisconsin Department of Health Services' Nutrition, Physical Activity and Obesity Program.

CONTRIBUTORS

Zach Bartel created the illustrations for *Order Up Healthy*.

Anne Escaron, PhD, MPH, is a Research Specialist at the University of Wisconsin-Madison in the Department of Population Health Sciences.

A. Josie Golembiewski, BS, is a Project Coordinator at the University of Wisconsin-Madison in the Department of Population Health Sciences.

Whitney Hein collaborated on the design and layout for *Order Up Healthy*.

Carlyn Hood, MPA, MPH, is a UW Population Health Service Fellow with the UW Population Health Institute.

Ana P. Martinez-Donate, PhD, is a Professor at the University of Wisconsin-Madison in the Department of Population Health Sciences.

Norma-Jean Simon, MPH, MPA, is a Research Specialist and Outreach Coordinator at the University of Wisconsin-Madison in the Department of Population Health Sciences and Carbone Cancer Center.

Sara Soka, MS, is a Program Advisor for TransformWI at the Wisconsin Clearinghouse for Prevention Resources.

Mary Kay Warner is the owner of Sandhill Studio, LLC. She was the art director and designer for *Order Up Healthy*.

REVIEWERS

Tiffany Adrians, RD, CD, is the Community Nutrition Coordinator for the La Crosse County Health Department.

Richard A. Dart, MD, FACP, FCCP, FAHA, FASN, FASH, is an active Emeritus Research Clinician at the Center for Human Genetics with the Marshfield Research Foundation. Dr. Dart is also a staff Nephrologist and a Clinical Adjunct Professor of Medicine on the UWSMPH-Marshfield Campus.

Emily Dieringer is the Coalition Coordinator and Health Educator for re:TH!NK, Winnebago County's Healthy Living Partnership in the Winnebago County Public Health Department.

Daniel Fischer, MS, is a Researcher at the University of Wisconsin-Madison in the Department of Population Health Sciences.

Beverly Hall, CD, CBE, is the WIC Nutrition Educator of Waupaca County Health Services and also serves as Coordinator to the Waupaca County NuAct Coalition.

Ellen Koski is the Community Health Educator for Outagamie County DHHS, Division of Public Health.

Linda Lee, MS, MPH, was formerly the Nutrition Manager with the La Crosse County Health Department.

Stephanie Schultz, RD, CD, is the Director of Health & Wellness within Skogen's Festival Foods stores.

Kelli Stader, MPH, RD, CD, is the Nutrition Coordinator for the Division of Public Health in the Wisconsin Department of Health Services.

Demia Wright, MPH, is the Health Education Specialist for the Program Development & Evaluation Branch of the Division of Nutrition, Physical Activity and Obesity at the Centers for Disease Control and Prevention in Atlanta, GA.

EDITORS

Abigail Jackson, BA, is the Program Assistant for the Wisconsin Department of Health Services' Nutrition, Physical Activity and Obesity Program.

Shauna M. Neshek is a graduate student at the University of Wisconsin-Madison pursuing a degree in Applied English Linguistics through the English Department.

For more information about this publication, contact

Nutrition, Physical Activity & Obesity Program



Wisconsin Department of Health Services

P.O. Box 2659

Madison, WI 53701-2659

www.dhs.wisconsin.gov/physical-activity

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